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THE CREDIT WORLD

The Official Organ of the
**RETAIL CREDIT MEN'S
NATIONAL ASSOCIATION**
Incorporated



MY ADVICE to Retail Credit Managers is: Help yourself by acquiring a thorough knowledge of your work, and recognition and compensation will follow.

Be so sure of yourself that, after giving careful thought and consideration to a subject, you can stand by your decision; and don't be afraid to express your opinions on all matters relating to the conduct of your department. Have confidence in yourself and you will command the confidence of others.

W. T. SNIDER

Scruggs-Vandersoort-Barney D. G. Co.

VOLUME XV
NUMBER 4

DECEMBER
1926



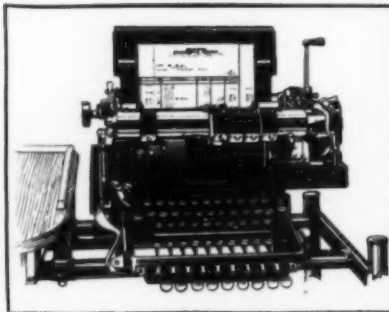
R. H. Macy & Co., Inc., New York City use

50 Remington Bookkeeping Machines



R. H. MACY & COMPANY, Inc., have a national reputation for efficiency and low cost of operation in both selling and non-selling departments. Their volume of business greatly exceeds that of any other department store in New York City.

Macy's was one of the first to adopt mechanical accounting methods. In this as in other matters they have continued to lead the way. In 1916, when mechanical accounting was still untried, R. H. Macy & Company, Inc., made a careful investigation and decided that Remington Bookkeeping Machines would bring their accounting department to the highest degree of efficiency. The installation has been so entirely satisfactory in every re-



spect that they have continued to put in additional Remington machines, until at the present time they use more than 50. The original machines were recently exchanged for the New Model 23 Remingtons.

These machines are used on both the Depositors' Accounts and the Accounts Payable. Since the Macy store does a cash business only, making a feature of interest-bearing deposit accounts against which purchases may be charged, the Customers' Accounts are deposit instead of charge accounts. The form of Customer's Statement, which is here illustrated, shows that the machine operation is the same, the only difference being that the balance is a credit instead of a debit.

This great installation is further evidence of the complete and satis-

factory service rendered by Remington Bookkeeping Machines to retail stores everywhere, both large and small.

A practical demonstration on your own work will convince you, as it has already convinced hundreds of other retail store executives, that Remington Bookkeeping Machines furnish the maximum of efficiency in speed, adaptability, accuracy, ease of operation, simplicity of operation, and durability.

Our representative will be glad to arrange a demonstration at your convenience without obligation.

Remington Typewriter Company
Accounting Machine Department
374 Broadway New York
Branches Everywhere



A part of the accounting department of R. H. Macy & Co., Inc., showing part of the installation of fifty Model 23 Remington Bookkeeping Machines

Although the Macy customer's statement is a credit statement, the machine operation is the same as with any other

R. H. Macy & Co. Customer's Statement Credit Statement									
BY THE SERVICE BUREAU 35 MARKET PLACE NEW YORK, N. Y.									
DATE	DESCRIPTION	AMOUNT	DATE	DESCRIPTION	AMOUNT	DATE	DESCRIPTION	AMOUNT	DATE
11-14	BALANCE	20.00	11-14	BALANCE	20.00	11-14	BALANCE	20.00	11-14
11-15	DEBIT	1.00	11-15	DEBIT	1.00	11-15	DEBIT	1.00	11-15
11-16	CREDIT	1.00	11-16	CREDIT	1.00	11-16	CREDIT	1.00	11-16
11-17	DEBIT	1.00	11-17	DEBIT	1.00	11-17	DEBIT	1.00	11-17
11-18	CREDIT	1.00	11-18	CREDIT	1.00	11-18	CREDIT	1.00	11-18
11-19	DEBIT	1.00	11-19	DEBIT	1.00	11-19	DEBIT	1.00	11-19
11-20	CREDIT	1.00	11-20	CREDIT	1.00	11-20	CREDIT	1.00	11-20
11-21	DEBIT	1.00	11-21	DEBIT	1.00	11-21	DEBIT	1.00	11-21
11-22	CREDIT	1.00	11-22	CREDIT	1.00	11-22	CREDIT	1.00	11-22
11-23	DEBIT	1.00	11-23	DEBIT	1.00	11-23	DEBIT	1.00	11-23
11-24	CREDIT	1.00	11-24	CREDIT	1.00	11-24	CREDIT	1.00	11-24
11-25	DEBIT	1.00	11-25	DEBIT	1.00	11-25	DEBIT	1.00	11-25
11-26	CREDIT	1.00	11-26	CREDIT	1.00	11-26	CREDIT	1.00	11-26
11-27	DEBIT	1.00	11-27	DEBIT	1.00	11-27	DEBIT	1.00	11-27
11-28	CREDIT	1.00	11-28	CREDIT	1.00	11-28	CREDIT	1.00	11-28
11-29	DEBIT	1.00	11-29	DEBIT	1.00	11-29	DEBIT	1.00	11-29
11-30	CREDIT	1.00	11-30	CREDIT	1.00	11-30	CREDIT	1.00	11-30
12-1	DEBIT	1.00	12-1	DEBIT	1.00	12-1	DEBIT	1.00	12-1
12-2	CREDIT	1.00	12-2	CREDIT	1.00	12-2	CREDIT	1.00	12-2
12-3	DEBIT	1.00	12-3	DEBIT	1.00	12-3	DEBIT	1.00	12-3
12-4	CREDIT	1.00	12-4	CREDIT	1.00	12-4	CREDIT	1.00	12-4
12-5	DEBIT	1.00	12-5	DEBIT	1.00	12-5	DEBIT	1.00	12-5
12-6	CREDIT	1.00	12-6	CREDIT	1.00	12-6	CREDIT	1.00	12-6
12-7	DEBIT	1.00	12-7	DEBIT	1.00	12-7	DEBIT	1.00	12-7
12-8	CREDIT	1.00	12-8	CREDIT	1.00	12-8	CREDIT	1.00	12-8
12-9	DEBIT	1.00	12-9	DEBIT	1.00	12-9	DEBIT	1.00	12-9
12-10	CREDIT	1.00	12-10	CREDIT	1.00	12-10	CREDIT	1.00	12-10
12-11	DEBIT	1.00	12-11	DEBIT	1.00	12-11	DEBIT	1.00	12-11
12-12	CREDIT	1.00	12-12	CREDIT	1.00	12-12	CREDIT	1.00	12-12
12-13	DEBIT	1.00	12-13	DEBIT	1.00	12-13	DEBIT	1.00	12-13
12-14	CREDIT	1.00	12-14	CREDIT	1.00	12-14	CREDIT	1.00	12-14
12-15	DEBIT	1.00	12-15	DEBIT	1.00	12-15	DEBIT	1.00	12-15
12-16	CREDIT	1.00	12-16	CREDIT	1.00	12-16	CREDIT	1.00	12-16
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12-23	DEBIT	1.00	12-23	DEBIT	1.00	12-23	DEBIT	1.00	12-23
12-24	CREDIT	1.00	12-24	CREDIT	1.00	12-24	CREDIT	1.00	12-24
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12-26	CREDIT	1.00	12-26	CREDIT	1.00	12-26	CREDIT	1.00	12-26
12-27	DEBIT	1.00	12-27	DEBIT	1.00	12-27	DEBIT	1.00	12-27
12-28	CREDIT	1.00	12-28	CREDIT	1.00	12-28	CREDIT	1.00	12-28
12-29	DEBIT	1.00	12-29	DEBIT	1.00	12-29	DEBIT	1.00	12-29
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12-37	DEBIT	1.00	12-37	DEBIT	1.00	12-37	DEBIT	1.00	12-37
12-38	CREDIT	1.00	12-38	CREDIT	1.00	12-38	CREDIT	1.00	12-38
12-39	DEBIT	1.00	12-39	DEBIT	1.00	12-39	DEBIT	1.00	12-39
12-40	CREDIT	1.00	12-40	CREDIT	1.00	12-40	CREDIT	1.00	12-40
12-41	DEBIT	1.00	12-41	DEBIT	1.00	12-41	DEBIT	1.00	12-41
12-42	CREDIT	1.00	12-42	CREDIT	1.00	12-42	CREDIT	1.00	12-42
12-43	DEBIT	1.00	12-43	DEBIT	1.00	12-43	DEBIT	1.00	12-43
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12-47	DEBIT	1.00	12-47	DEBIT	1.00	12-47	DEBIT	1.00	12-47
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12-92	CREDIT	1.00	12-92	CREDIT	1.00	12-92	CREDIT	1.00	12-92
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12-99	DEBIT	1.00	12-99	DEBIT	1.00	12-99	DEBIT	1.00	12-99
12-100	CREDIT	1.00	12-100	CREDIT	1.00	12-100	CREDIT	1.00	12-100



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Good Credit and the New Year

To be rated as good credit, should be the aim of every honest man and woman. It is the stamp of character. It indicates uprightness and stability.

Credit building and character are like the Siamese twins, you cannot kill the one without killing the other. They are a priceless possession which follow you through life and will be your best friends in the hour of adversity. Business reverse may come, fortunes may fade, but if you possess a good credit reputation, which means character, it will help you begin anew, because you can look any man in the eye and command his honor and respect.

The retail credit men and women of the land, the members of the Retail Credit Men's National Association, have a great mission. It is not alone their privilege to exemplify in their own lives these principles, but also be the medium of bringing this thought home to the thousands with whom they have daily contact.

Ours is a duty to our firms and customers, the community in which we live, and our country and only in proportion to our acceptance of this thought and our seriousness in its observance, will we reap the reward. Let us learn to love our profession because of its possibilities for good. Leaders are in demand. Let each resolve to become a leader. Draw your lessons from the past and work today, because it is the time given you that tomorrow may bring greater opportunities.

Knowledge is the big thing today. Use every means in your possession to obtain information that will make you a more important individual in the business world.

Do not yield to difficulties. Strive to overcome them. Half the joy of living is in surmounting obstacles and the credit profession is one which tries the soul.

If you are unable to learn to love your profession and feel the work is irksome, then you are in the wrong business and can never hope for success.

Nineteen twenty-six is drawing to a close. You will shortly be called upon to render an account of your stewardship and time will turn to page 1927 in the book of life. A virgin sheet upon which we will write our history. Let us, as credit grantors, begin that page by entering our resolution to realize the importance of our work. To make every effort to become thoroughly familiar with every angle of credits and finance. To take a vital interest in the affairs of our national and local associations and encourage all retail credit grantors to affiliate with our National Association, so as to help promote this great work of prompt payments, good credits, sane living and character building, which means so much to the nation, as well as the individual.

D. J. Woodlock

Spend and Grow Rich

President Erskine of Studebaker Tells How the Installment Plan Supports Prosperity and Enriches Americans

An Article by HARPER LEECH

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LARGELY through "buying things they haven't got the money to pay for," the American people in a quarter century increased their total wealth from \$88,000,000,000 to \$350,000,000,000.

In that period they spent about \$45,000,000,000 on automobiles, gasoline, oil, highways, and accessories. The automobile industry is the outstanding illustration of how modern industrial nations become rich by not following too literally the maxims of thrift uttered by Poor Richard and others, who lived before the age in which machine industry has found it so much cheaper to produce a multitude of things than a small number, that real thrift dictates the expansion of credit, so that the economies of mass production may be realized.

Every new industry has had the same effect on the national wealth as the automobile industry. In order that the American people should spend a sum equal to more than a half of all they had at the dawn of the century on things they did without before, it was necessary to create new wealth in the form of factories, steel mills, mines, oil wells, refineries, woodworking plants, railway trackage, and hundreds of thousands of new buildings to a value far exceeding the sums spent for the products of the new industries. Nearly all that new wealth was created "on credit."

We didn't have it before, and we couldn't have saved it out of the earn-

ings of our pre-existing industries. The automobile industry has created the wealth and income to sustain itself as it has grown. The revolutionary changes that have come in machinery, organization of production and distribution, and in the modes of living by our people since the automobile entered by equally startling expansions and changes in finance.

"The twins—mass production and mass consumption—born of big business, created the need of new financial

Indiana—as redolent of the history of slow-moving agricultural America as the banks of the Wabash itself.

How fast America changes is well illustrated by the fact that in one year the sales of this motor company amount to more than the value of all the wagons and buggies it previously manufactured in sixty-eight years. Its covered wagons went to Frisco with the Forty-niners, and to Salt Lake with Brigham Young—but it keeps its history in a factory museum and

spends its energies in the America of today and tomorrow.

"The automobile industry may achieve an output of 5,000,000 cars this year. That is important in itself; but the really significant thing is that the energy of this great business is transmitted to all others. Since the beginning of the present century America has developed a series of new industries that now

give employment to more than a third of our people. It is difficult to imagine what our conditions would be had these developments not taken place."

How is it that the American people are now able to buy so many things and to support so many new industries? Partly, of course, because their wages and incomes are greater; but that is not the whole story. Last year—it is a conservative calculation, perhaps 50 per cent too low—our people bought \$4,500,000,000 worth of goods "on time;" and these purchases, except for furniture, jewelry, and pianos, were mostly products of comparatively new industries



This prosperity is being passed around.

machinery. Every great invention, every great improvement in the organization of man's work, in the past, has called for financial readjustments. There was a time when banking and payment by check were regarded as skeptically as reactionaries have spoken of consumer financing. Why should we feel the least surprise that the momentous changes that have taken place in America have brought forth new modes of financing?"

This was spoken with a snap of steely jaw by Albert Russel Erskine, head of one of the oldest and one of the liveliest of our great corporations—the Studebaker Corporation of South Bend,

Since 1920 we have seen the once humble "installment plan"—fertile inspiration of prewar vaudeville gags and comic scenarists—evolve into an indispensable support of American prosperity and standards of living. Consumer financing, as we now are beginning to call it, stands revealed as a financial invention destined to take rank in history with the substitution of money exchange for barter and the invention of bank credit itself.

Something like 1,500 new financial institutions, called finance companies, have been organized to administer and profit from consumer financing. Four have grown into nation-wide institutions. They are recognized by far-seeing bankers as "highly specialized commercial banks, with special facilities for credit investigations, for the collection of installment notes, and for the re-possession of cars in case of default." These companies do more than 75 per cent of their business with money borrowed from regular banks.

Last year finance companies, automobile dealers, and banks combined handled about \$2,100,000,000 worth of deferred payments on new cars (75½ per cent of all manufactured) and \$900,000,000 worth of notes given for the purchase of used cars. The average amount of such credit outstanding at any time last year was \$1,500,000,000.

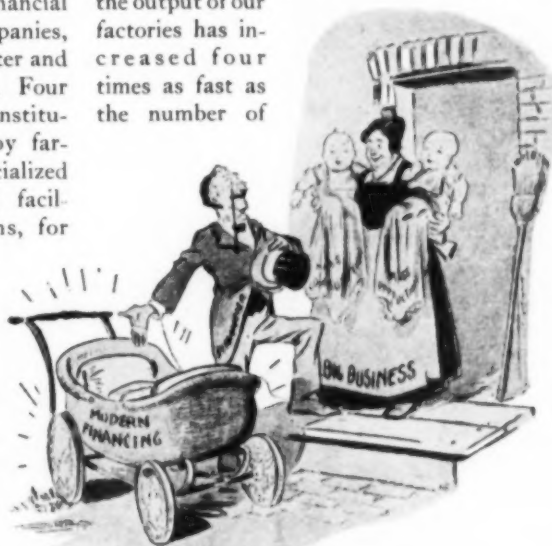
It is difficult to estimate the total cost of this credit to buyers because of the wide variation as to the amount of down payments, maturities, interest, and insurance rates. On gilt-edged consumer financing the average cost is about \$85 to \$1,000 worth of notes. The more standardized cars in the lower price ranges may be bought for about 11 per cent above the cash retail price, with a one-fourth down payment and the balance in twelve monthly installments.

We are safe in saying that the total cost of consumer automobile credit is somewhere between \$255,000,000 and \$450,000,000 a year, with \$330,000,000 probably a close approximation. It costs the nation nothing; on the contrary, it has caused additions to the national wealth in goods far in excess of its cost. Here is how.

Mass production of automobiles has followed rather closely the expansion of the business of the finance companies. If the production of automobiles today should be reduced to such a number as could be sold for spot cash, the average price of the American automobile would be \$300 more than it is now.

The viewpoint of modern big business is thus put by Erskine:

"Since the last industrial depression the output of our factories has increased four times as fast as the number of



"Mass production and mass consumption, born of big business, created the need of new financial machinery."

men required to produce that increased quantity of goods. Something entirely new in industry has happened. But the virility and ingenuity of the American people have proved equal to the occasion. Our producers are themselves the greatest consumers of their production. Our exports average but 6 per cent of our production, and hence we have by far the biggest and richest home market of any industrial nation in the world's history.

"We have kept that market fairly equal to the capacities of our industries by adapting our financial machinery so that money flows into consumers' hands in such volume that the goods may be taken off the markets.

"Fortunately, the Federal Reserve law was enacted in time to make available for the new era the inherent credit of the American people. Through the foresight of American manufacturers, merchants, bankers, and financiers, the existing finance companies came into being.

"We speak of consumer financing as

something new. It is really a new way of doing something old. We speak of production and consumption, but in fact both are part of the whole business process, as much one as the two sides of a dime.

"Financing consumption by enabling the consumer to own and use the thing he buys as he pays for it, is just another way of financing production. Direct financing of production may merely create goods for a market that cannot absorb them. It is intrinsically quite as sound to finance production indirectly by creating assured demand.

"It is noteworthy that since the volume of deferred-payment sales grew to considerable proportions, the so-called hand-to-mouth policy of buying by wholesalers and retailers has become general. It is admitted by all that such buying policies, largely made possible by improvement in railroad and highway transport, have stabilized business and averted dangers of overstocking, which formerly produced panics.

"Great savings in interest on money tied up in goods held in storage or in transit have been reported. Upon reflection, it will be seen that buying on

the 'installment plan' contributed to a similar state of affairs. It makes the movement of goods into consumers' hands more uniform, and by assuring steady production it lowers the costs of production—thus creating more buying power.

"Consumer finance completes the triangle of credit—and, for the first time in business history, makes credit a complete, harmonious, and fully efficient social instrument. We have always had producers' credit and distributors' credit. The enormous expansion of both in the last thirty years has made our present prosperity and the high living standards of the American people possible.

"Our bank loans have expanded as the primary horsepower and the physical output of our industries have mounted year by year. At the same time the increased earnings of the people made possible by this combined industrial and financial expansion have steadily piled up our national savings

(Continued on page 6)

Spend and Grow Rich

(Continued from page 5)

in the form of bank deposits, savings, building-and-loan assets, and insurance. These savings of the people have poured back into the reservoirs of credit, and have made it possible to advance yet more to producers and distributors. Now, with the high wages of the American workingman, his accumulated savings, and the aggregate of national wealth back of American industry, it becomes not only desirable but absolutely sound policy to make consumer credit the third side of the credit triangle. Thus prosperity is being passed around.

"There is no mystery about credit. Fundamentally it always has been based upon character.

"In addition to character, consumer financing calls for collateral. The buyer of an article on the installment plan nowadays usually has every element of credit that the corporation or business man can offer. In the first place, he pays down from one-fourth to one-third of the purchase price in cash when he buys a motor car. The car, or other article, stands as further security—as the resale value is nearly always in excess of the obligation, and a thirty-day default is followed by a resale. The buyer under the installment plan has an income not dependent in any way upon the credit transaction. This is not the case with most producers and distributors who seek credit—their income is in fact to be derived, in part at least, from the fruits of the credit advanced."

Up to the present this statement of Erskine cannot be described as too optimistic. Although consumer financing has not yet weathered a business depression, retail automobile paper stood the shock of the depression of 1921 better than most forms of credit.

The experience of finance companies to date seems to be that as long as down payments on automobiles are kept high enough and the time for payments kept short enough to create in the purchaser's mind the psychology of ownership, it's safe credit.

The combined records of a large number of automobile finance companies show a percentage of loss amounting to only .163 per cent on cars bought on one-third down payment and twelve months' time. For

cars bought on one-fourth down payment and twelve months' time the rate of loss is more than twice as great, or .36 per cent. For smaller down payments the rate of loss rises to 1.041 per cent.

Loss on used cars with down payments of 40 per cent and 36 per cent is respectively .536 and 1.1 per cent. Where the time of payment extends to sixteen and eighteen months, the rate of loss rises steadily for both new and used cars. The average loss on defaulted twelve monthly payment agreements is \$50 a car; on sixteen to eighteen month purchase contracts the average loss is \$78 a car; and on contracts extending more than eighteen months the average loss is \$220 a car. The figures show that consumer financing has definite laws of risk and definite limits.

As the new financing becomes mature and evolves its yardsticks of credit, it will become as exact as any other banking.

In the purchase of all articles involving considerable first cost we may expect consumer financing to become as much a matter of course as it has been for decades in the purchase of homes, farms, and real estate. As Erskine says:

"Consumer credit has become an integral part of the business life of modern America. Modern industrialism cannot exist without it. Attempt to abolish it and you invite a national catastrophe. No industry that employs consumer financing today has an interest apart from the interest of the whole people in that system of financing, because an injury to one American industry is an injury to all. Shut down one factory and you destroy the customers of another. We are an industrial nation. It is well to remember that there never has been in history a really great agricultural nation.

"The great nations in the past acquired their wealth through commerce, and our financial systems, until recent times, were molded on the requirements of trading rather than on the conditions of modern industrialism. Credit in former eras tended to become a privilege of the strictly mercantile classes. But now:

"The whole business structure of the nation and our present standard of living are supported by credit, and principally by consumer credit. Credits to consumers and time payments are made operative by our finance companies, rediscounting through our banks and trust companies, which normally supply commercial credits. Combined, these financial institutions comprise the greatest banking system ever created, and supply machinery for the conduct of business and credit which is a marvel of efficiency and effectiveness.

"Manufacturer, merchant, and financier fully realize today, as never before, that the wheels of business cannot be kept turning, on a broad scale, without mass consumption—that credit must be available to consumers as well as to producers and distributors of the products of industry and agriculture. Mass consumption is necessary to support mass production and high wages, and mass credit is the Atlas that holds up all of them."

The End.

THE OPTIMIST'S CREED

PROMISE YOURSELF—

To be so strong that nothing can disturb your peace of mind. To talk health, happiness and prosperity to every person you meet.

To make all your friends feel that there is something in them.

To look at the sunny side of everything and make your optimism come true.

To think only of the best, to work only for the best and expect only the best.

To be just as enthusiastic about the success of others as you are about your own.

To forget the mistakes of the past and press on to the greater achievement of the future.

To wear a cheerful countenance at all times and give every living creature you meet a smile.

To give so much time to the improvement of yourself that you have no time to criticize others.

To be too large for worry, too noble for anger, too strong for fear, and too happy to permit the presence of trouble.

MORTICIAN CREDITS

One of the units of the Retail Credit Men's National Association which is sometimes overlooked as having any credit problems is the undertaker and, strange as it may seem, this class of member is well represented in the National Association.

The following paragraphs from a letter written by Mr. Harry G. Sampson, Mortician, 537 Neville St., Pittsburgh, Pa., tells of some of the problems of the Mortician.

"The subject is large and your inquiry is not very definite so I will go over some of the points hastily with the request that you write me saying in greater detail just what you would like to know.

"Doubtless your letter to D. J. Woodlock was referred to Col. Blackstone because some years ago I secured the services of Col. Blackstone for an address before our national convention and his address was most excellent and was very greatly appreciated. To put it briefly, he said—'Get your money before the flowers wilt on the grave.' It seems to me that one of the most important things which aid in prompt collection of our accounts is a thorough understanding and agreement at the time of the funeral and for various reasons this has been somewhat difficult to effect. The family and friends are in deep bereavement and for the time being fail to realize that there is anything of a business nature connected with the sad event. They sometimes resent our endeavoring to talk dollars and cents.

"Fortunately this condition is being greatly improved, due quite largely to experience with the income tax and the knowledge that an inheritance tax by the state and nation will be due before the affairs of the deceased can be settled. The trust companies are preaching the necessity of making a will and from time to time sensational articles appear in the newspapers about excessive expense of funerals, so that, everything taken into consideration, it is much more easy to make a definite business arrangement than formerly and most of the progressive funeral directors now have a definite written estimate sheet and agreement form which they require someone to sign at the time the arrangements are made. Bills are sent promptly and in most cases have at least a small discount allowed on the casket and supplies. The bills usually being divided under three heads: caskets and supplies, embalming and services, and cash advanced for cemetery charges, singing, minister and death notices. Of course on the two latter headings there is no discount.

"A good percentage of our accounts are against estates and a large number of these are cared for by trust companies who take a different attitude than the old time executors and administrators and endeavor to pay promptly to avail themselves of the discount and to arrange for the settlement of the inheritance tax and their report to the courts.

"In our charges against individuals who have not been tied up in some local manner and who

neglect to pay the bill until 'after the flowers have wilted on the grave' we find considerable difficulty and there has recently been formed in an unofficial manner the Federated Funeral Directors of America, who endeavor to collect these delinquent accounts. Their office is at Springfield, Illinois, and we understand that they have met with considerable success as their name seems to imply a listing with the funeral directors of the country and the possibility that future credit might be difficult to obtain.

"You should know that a very large percentage of our accounts are paid with the proceeds of industrial insurance policies or from policies of the straight line or fraternal companies.

"Most of the industrial policies are made payable to individuals and the insurance companies have absolutely refused to recognize any assignment of these policies because they claim funeral directors are unprincipled in their business dealings and in most cases endeavor to have a bill sufficient to eat up the entire proceeds of the policy which is contrary to the desires of the insurance company.

"The Metropolitan Life Insurance Co. has set aside \$25,000 for the investigation of these charges and other matters connected therewith. I happen to be a member of the Commission appointed by the Metropolitan Insurance Company and the survey is proceeding slowly under the able direction of a recently appointed secretary."

THE CREDIT WORLD AS AN ADVERTISING MEDIUM

By ROY B. ROOF

Director of Sales, General Printing Co., St. Louis

Every morning 15,000 credit men are awakened by a Big Ben or some other alarm clock, to prepare for a new day. After a night's rest in a Simmons Bed—the mattress of which prevented curvature of the spine, permitting the sleep to be as nature intended, they hop merrily out and hastily put on a pair of slippers that have been sold to them through advertising—they make a wild dash for the bathroom. Shaving is the next procedure. The Gillette Blades or the Gem Blades are sharpened on a Twinplex. A Rubberset Brush is well lathered with either Williams or Colgates Shaving Soap. The shave finished—they splash William's Aqua Velva or some other astringent that will give the most homely face that invigorating and lively tingle. After the bath they don B. V. D.'s or Rocking Chair Underwear, depending of course, which they prefer next to their pink skin. They pull on a pair of Hole-proof Hose and fasten them with Paris or Boston Garters. Credit men must carry a spare for not one of them would wear a dirty pair of garters

around their neck. They next insert Kum-a-part Cuff Links in a Wilson or Manhattan Shirt—tuck the tails into the pants of a Hart, Schaffner & Marx or Society Suit—tighten a Hikok Belt and put their pedal extremities into a pair of Ground Gripper, Cantilever or Florsheim Shoes. The Missus by this time has breakfast prepared and they sit down to a dish of cereal. If they want to stay on the "Road to Wellville" they'll eat Post's Bran Flakes. The breakfast ended they reach for a Chesterfield or Camel Cigarette or a White Owl Cigar. Realizing that it is almost time to leave for work they look at their Gruen or Elgin Watch to confirm their thoughts. Whether they are one out of five or whether they are near the danger line they scrub their teeth thoroughly with Pepsodent or Squibbs then take a swag of Listerine, for even lazy people and credit men more so, use Listerine for it prevents Halitosis. To the garage where they enter some well advertised car to drive to the office. Driving cars makes them prospects for automobile accessories, such as heaters, tires, spark plugs, oil, gas, etc. Arriving at the office they open the mail and make notations with a Wahl or Waterman Pen or an Eversharp Pencil. While at the office if they haven't the authority to buy goods their recommendations are essential for anything that is bought for their department. Then they are susceptible to advertising for Dictaphones, desks, file cabinets, office forms, filing systems, loose leaf books, typewriters, adding machines, etc. After a hard and strenuous day he drives home where dinner is awaiting him. After dinner he gets the latest book on his favorite hobby, issued by Doubleday Page and flops his weight into a Morris Chair that has been sold to him through advertising because it has seven positions in which the occupant can adjust it. He tunes in his Atwater Kent, lights his pipe containing Prince Albert or Tuxedo and woe be unto he who disturbeth him. So endeth the story. Amen.

LIKE ABRAHAM LINCOLN

"Say, Joe, I got a new job out in Detroit."

"What doing?"

"Painting whiskers on Fords."

"Huh?"

"Yes. Make 'em look like Lincolns."

—Industrial Retail Store.

The Secretary's Page

EFFICIENT COLLECTION SERVICE

The following statement of the Collection Department of the Merchants Association of San Jose, California, is proof of the value of a collection service in connection with retail reporting bureau. This department has been operating only three years, yet it has saved \$173,932.18 for the merchants of San Jose, at an average cost of 15%. 47% of the accounts which could be located were collected. Mr. Wm. A. Baylor, secretary of the Merchants Association is to be congratulated upon his success in develop-

ing this feature of the association's activities.

An important item in the report is the fact that out of 19,435 claims, 6,489 representing \$197,672.38 could not be located. This indicates lax credit methods on the part of the merchant, either a failure to get complete information at the time the account was opened or delay in follow-up, permitting debtor to get away before account was given to the bureau for collection. Surely it would be worth a little extra care to save such a large sum and the collection bureau cannot be criticized for its failure to collect such accounts.

CONDENSED COMPARATIVE REPORT OF COLLECTION BUREAU FOR PAST THREE YEARS

	First Year 1923-24	Second Year 1924-25	Third Year 1925-26	Grand Total Three Years
Total number of accounts placed for collection	6,219	5,964	7,252	19,435
Cases unable to find	1,939	2,529	2,021	6,489
New addresses located	204	163	273	640
Amount of claims placed	\$188,553.14	\$168,260.80	\$183,454.69	\$540,268.63
Amount of claims unable to locate	50,786.37	91,773.29	55,112.72	197,672.38
Collected through office	9,508.18	11,583.00	27,947.73	49,038.91
Amount reported paid direct to members	29,942.24	37,910.48	48,062.02	115,914.74
Amount of accounts adjusted	2,121.42	4,782.77	2,073.14	8,977.33
GRAND TOTAL COLLECTED	41,572.84	54,276.45	78,082.89	173,932.18
Number of accounts paid in full	1,312	2,010	3,090	6,412

BAD DEBT LOSSES

Reports made by the Retail Credit Men's National by eight hundred members indicate the following to be average charge off to profit and loss account because of bad debts:

Department Store Sales, Over Million	25%
Under Million	3%
Women's Specialty	3%
Men's Specialty	25%
Shoe Stores	2%
Jewelry	4%
Grocer	4%
Hardware	5%
General Merchandise	4%
Drugs	3%
Auto Accessories	8%

A few minutes after an alarm of fire was given in a hotel, one of the guests joined the group that were watching the fire, and chaffed them on their apparent excitement. "There was nothing to be excited about," he said. "I took my time about dressing, lighted a cigarette, didn't like the knot in my necktie, so tied it over again—that's how cool I was."

"Fine!" one of his friends remarked, "but why didn't you put on your trousers?"

—Everybody's Magazine.

The Allen W. Hinkel Company, department store of Wichita, Kansas, in their advertisement of November 28th, used the following quotation from THE CREDIT WORLD:

INSTALLMENT SELLING!

From "THE CREDIT WORLD"

Publication of the Retail Credit Men's National Association.

"Installment selling is good business, when properly safeguarded by intelligent credit granting, which means a full investigation as to the ability and willingness of the applicant to pay on terms not extending to a point where depreciation equals the value of the merchandise purchased.

"(Signed) Allen W. Hinkel."

We are pleased to know merchants of Mr. Allen W. Hinkel's progressiveness endorse our stand on the installment question.

CREDIT REPORTING BUREAUS ARE NOT MIND READERS

By D. J. WOODLOCK

The above heading is inspired by a letter your managing director received from Mr. A. A. Billingsley, secretary-manager of the Retail Merchants Association of Fort Worth, Texas, in which he tells of hundreds of inquiries coming into his office with misspelled names and no attempt to get the full name of wife of the applicant for credit.

We know from personal experience this is not an isolated case and that an examination of the records of reporting bureaus will show a large percentage of misspelled names, incorrect initials and even incorrect addresses and an utter lack of information upon which to start an investigation.

This denotes a lack of thoroughness which should be a part of every credit man's make up. It is the very first attribute of a successful executive and no doubt much of the abuse heaped upon reporting bureaus for insufficient service can be traced to the taking of the application and the information given on the inquiry to the bureau.

Credit managers should remember that while they may have a very efficient reporting bureau in their community, it can only retain a high standard by their co-operation and there is absolutely no excuse for failure to get complete and accurate information while the customer is in your place of business.

Why not make it a rule to print the full name and address of each applicant for credit in place of writing it, then check this by reading it back to the applicant? Give full information and give it all to the bureau, realizing we are not alone helping ourselves, but helping to complete the files of our bureau so as to make it a dependable credit exchange for your community. A little time and attention to these details will come back a thousand fold.

OUR TOURISTS

A group of tourists were looking over the inferno of Vesuvius in full eruption.

"Ain't this just like hell?" ejaculated a Yank.

"Ah, zese Americans," exclaimed a Frenchman, "where have zey not been?"

—Exchange.

(Additional items on next page)

The Secretary's Page

(Continued from page 8)

THIS IS CO-OPERATION

Six years ago where we first thought of a co-ordinated movement to have all local associations take advantage of a Pay Promptly Publicity Campaign to educate the public in the necessity of paying their bills in accord with terms, we were groping about as to just how to start and our live wire local at Memphis, Tennessee, solved the problem by publishing in book form copies of all the advertisements they had run in a very successful campaign. They furnished a thousand copies of this book to the National office and it became our official text book.

As time passed, new features were added and Memphis, which we believe is the only city which has stuck year in and year out to a consistent program, always furnished the National office with sample copy so that three-quarters of the advertising done today by various units is either an actual copy or a combination of the advertising done by our Memphis local.

At our Los Angeles convention, this year's book of Memphis' advertisements were distributed and one thousand copies were donated by the Memphis association for use at the National office.

The copy was all written by Mr. W. S. Christian, an enthusiastic member of the Memphis association and who has recently organized the W. S. Christian Advertising Agency of Memphis. He is so enthusiastic about the work, that he, with the true Memphian spirit, offers to give council and advice based upon his own experience to any local secretary or member desiring information.

Our Memphis association has long been a leader in National affairs and has made an outstanding success of its Pay Promptly Publicity Campaigns. Locals desiring worth while information will do well to write Mr. W. S. Christian, Chairman Advertising Committee, care Retail Credit Men's Association, Memphis, Tennessee.

TOO COMMON TO NOTICE

Chief of Police—"What! You mean to say this fellow choked a woman to death in a well-lighted cabaret in front of over 150 people? Did no one interfere?"

Cop—"No, cap. Everybody thought they were dancing."



Read these stickers—they carry money-getting messages

A Newer—QUICKER Way to Speed Collections

Overdue accounts . . . statement after statement . . . accounts still unpaid . . . you wonder what to do . . .

But try this series of six stickers! Send a statement every ten days. Attach sticker No. 1 to the first statement, No. 2 to the second, etc., and watch the accounts pay up.

No bull-doing tactics—nothing to offend your customer—just a friendly reminder worked out in a perfect system keeping your bill before your customer's memory.

Order the whole system—it costs only \$2.00 to try it out—then use it according to instructions for best results.

Six stickers to set as shown, printed in two colors—text, emblem and inside border in black, wide outer border in bright blue. Packed 250 sets of six in strong envelopes, with full instructions for using.

—And they do collect. . . . That's why over two millions have been used by credit men to speed collections.

250 sets of six (1500 in all) \$2.00

1000 of any one sticker \$2.00

RETAIL CREDIT MEN'S NATIONAL ASSOCIATION

EQUITABLE BLDG.

: SAINT LOUIS

Providence Already on the Job

These Credit Managers Will Look After Your Wants at Our 1927 National Convention in Providence, August 9-10-11-12



PROVIDENCE CHAIRMEN FOR 1927 CONVENTION OF RETAIL CREDIT MEN'S NATIONAL ASSOCIATION

Front row, left to right: Henry T. Farrell, Narragansett Electric Lighting Co. (Automobile); Edmund A. Rogers, Fuller Battery (Program); CHARLES F. SHELDON, R. I. Discount Corp. (Secretary); JOEL J. PINCUS, Outlet (Chairman); PHILIP BRINE, Flint-Adaskin Furn. Co. (Treasurer); John T. Cambia, Shepard's (Finance); Ralph S. Hickey, Bedell, Inc. (Reception); *Second row:* Frederick Vose, John A. Gammons (Golf Tournament); Edward Donovan, Outlet (Post Convention All New England Tour); Charles E. Donilon, Boston Store (Credit Forms); Miss D. Cooney, Gladding Dry Goods Co. (Ladies); John Burke, Morris Plan (Newport Committee); Frank Galiano, Burke-Tarr Co. (Exhibit); H. Raymond Fox, Union Trust (Director's Dinner); David J. Keily, Tilden-Thurber Corp. (Special Tours); *Third row:* Caleb Kenyon, A. T. Scattergood Co. (Fraternal and Civic Cooperation); Arthur Angell, Ochee Spring Water Co. (Registration); William Gilman, Lamson Oil Co. (Hotel); Daniel C. McQueeney, M. Steinert & Sons (Entertainment); Fred S. Fenner, Sullivan Co. (Badges and Decorations); Glenn E. Fargo, Gladding Dry Goods Co. (Meeting Places); H. Nelson Street, Chamber of Commerce (Credit Bureaus).

OUR TRACING DEPARTMENT CONTINUES TO BREAK RECORDS

Our Tracing Department for locating missing debtors has increased its service each month. During November 682 persons were located.

This is a service all members should take advantage of. Send in the name and address of your missing debtors, together with all information and ten cents filing fee and we will use every known means for obtaining their present address. Address Tracing Department, Retail Credit Men's National Assn., St. Louis Mo.

Mr. J. I. Knight, of the Knight Adjustment Company, Portland, Ore., tells of this interesting case called to his attention a few days ago. It illustrates the extent to which installment sales can be carried and the failure of the sellers to make investigation to learn how much their customer is already involved.

A man bought a range in January, 1924, for \$126.00. During the first few months he paid toward it \$36.00, leaving \$90.00 still due. He should have paid not more than \$36.00 for a range in the first place by getting along with a cook stove. After paying \$36.00 he became lost to the creditor. We found him in September, 1926, and demanded payment.

He pleaded poverty, seven to feed, only gets eight dollars a day as a painter, not always employed and children in school had to have better clothes and there were the books to buy. He offered \$5.00 per month. In view of two years lay off which he had taken on his payments, we declined to accept this and offered to take \$7.50 on the first and on the fifteenth of each month.

We gave him a week to produce on this basis and he failed. Another week of silence. We sent our field man with instructions to repossess the range.

He went with an expressman who had tools with which to disconnect the range. With misgivings as to the reception he would receive, he rang the doorbell and the lady of the house appeared. With a smile she told him the range was ready for him in the wood house. In its place a new, shiny range was installed. The explanation given was that they could get the new range for \$5.00 down and \$5.00 per month which was really all they could afford to pay because they were paying monthly on their furniture, their rugs, their phonograph, the girls had to have a piano and they had to pay on that, they were paying by the week on their silverware, he was still paying on his watch and her wedding ring (a diamond) and the automobile dealer was awfully nasty about the payments on their car and now they had bought their home on installments like paying rent, almost so, \$5.00 per month was the best they could pay on the range.

Minimizing Credit Losses

By CHARLES PELLER

Credit Manager, Knight's Ladies' Wear

A "SIXTH SENSE" must certainly be exerted if the credit manager is not vested in one person, having complete and unquestionable control of his duties. It is not possible to handle accounts with constant suggestions or dictations from other departments.

To properly function there must be the control of both bookkeeping and accounts receivable sections, for only by constant assistance and co-operation will credit management succeed.

After the arrival of "unity and harmony," the apt and speedy way of record control and credit authorization must be considered, for in many instances new customers may complete purchases at the conclusion of which they say, "May I charge it?"

Then must follow immediate, yet accurate, action. Practically all credit

KNIGHTS
LADIES WEAR

108 South Morton

OKMULGEE, OKLA.
August 10, 1926

CREDIT DEPARTMENT
CHAS. FELLER, Manager

Mrs. John Jones,
201 East Morton,
City.

Dear Mrs. Jones:

It is with pleasure we note that you have opened an account with us, and we wish to thank you for your confidence and courtesy in this matter.

We assure you that this store's merchandise and service is at your disposal. Also to say that never before has our stock been more replete with "everything to wear", and at prices as low as conservative merchandising and "quality" goods will permit.

In placing your name upon our regular customer list we promise to do everything in our power to make you one of "our satisfied customers" to whom we owe our sincerest thanks for our progress.

Terms: In full within 30 days.


We feel sure that our business relations with you will be of such a satisfactory nature that you will gladly recommend your friends to start an account with us, for which we surely thank you.

Yours again for your ~~favor~~ and assuring
us, no matter how small, or
appreciated.

Yours very kindly,

CHAS. FELLER
OKMULGEE, OKLA.


RETAIL MERCHANTS ASSOCIATION & RETAIL CREDIT MEN'S ASSOCIATION
AN COLLECTION SERVICE AND NATIONAL COLLECTION ASSOCIATION
PUBLISHED BY THE BOARD OF RETAIL MERCHANTS ASSOCIATION 100 N. W. 10th St. Miami, Fla.



KNIGHTS

LADIES WEAR

106 SO. MORTON, OKMULGEE, OKLA.



IN ACCOUNT WITH

Mrs. John Jones,
201 East Morton,
City.

DATE	ARTICLE	CHARGES	DATE	MEMO.	CREDITS
PREVIOUS BALANCE					
AUG 10	DRG	2 5.00			
AUG 10	HAT	7 6.95			
AUG 10	CT	6 25.00			
AUG 15	HDK	2 .50	AUG 10	OK 10	12.50
AUG 15	UND	2 10.00			
			AUG 15	OK 10	20.00
THIS IS YOUR BALANCE					
<p>CREDIT IS BASED ON PROMPT PAYMENT</p> <p>CREDIT IS EXTENDED WITH THE UNDERSTANDING THAT SAME IS TO BE PAID IN FULL, NOT LATER THAN THE 10TH OF THE FOLLOWING MONTH, UNLESS OTHER ARRANGEMENTS ARE MADE</p>					

managers face this situation. It is the "rush act" which must be met. The applicant should be invited to call at the credit office or its equivalent. This factor makes necessary quick work and thorough investigation—the purchaser of today expects immediate delivery of goods.

Realizing that the first purchase is only the beginning of an account, it is essential that all information possible must be obtained during the first interview. Application recording should be complete, ending with the signing of the application. A definite and distinct understanding must be had to insure prompt payment and to make pleasant dealings possible. All credit men know that when proper terms are lacking, accounts become slow pay and slow pay has a tendency to create bad risks.

(Continued on page 12)

Minimizing Credit Losses

(Continued from page 11)

In our case, after years of study and experience, we have put in to use a folded record which has on its face a complete application. The bottom line is for indexing and affords the writing of name, address and credit rating.

The folder flap at the top of the card has space for listing, in detail, credit bureau reports and such other remarks

undue action. We feel that our speedy authorization plan and procedure is of more than small value. Take into consideration the store with the reputation for poor credit service.

Customers will invariably order merchandise sent. This costs money, and adds to overhead. In these days of keen competition no merchant wants

Aside from controlling our credit authorization, a complete tie-up has been made with the accounts receivable sheets and statements. The former are so laid out that the operator of a posting machine is at all times familiar with terms, limits of credit, etc. In this way I am immediately given notice of any accounts needing supervision.

It is very important to consider the use of files that protect application blanks for this information is most valuable. The credit manager who devotes much time and care to his records and procedures is best equipped to carry on and protect his interests when the time for immediate action presents itself.

THE CREDIT PROBLEM

Babson's Statistical Organization publication is responsible for the following on credits:

"We heard recently of a credit executive who submitted a perfect report to his Board of Directors at the end of the year. His record showed that the firm had not lost a single dollar in bad bills during the entire 12 months! Rather remarkable — but he was fired. As one of the most cantankerous of the Board of Directors put it, 'Any credit man so careful that he doesn't have any losses from bad accounts must have missed thousands of dollars worth of business by being overcautious.' On the other hand it is certain that the credit man who shows large losses on accounts receivable cannot expect to receive the continuous support of his firm.

The credit man must steer a difficult course between driving business away on one hand and losing money from bad accounts on the other. It certainly requires an eternal vigilance which demands all the facts in every case and an exceedingly keen and seasoned judgment. Mechanical methods may supplement, but can never supplant personal ability and experience. Every credit man should utilize as fully as possible the services of his local credit exchange for co-operation is the keynote of modern credit granting.

TEE, HEE!

She (cooly)—"But Harold, are you sure you love me?"

He—"Well, what do you suppose I'm doing—trying to wrestle?"

—Exchange.

APPLICATION FOR CREDIT WITH KNIGHTS LADIES WEAR FOR THE PURPOSE OF PROCURING CREDIT OF YOUR MONTHLY ACCOUNT FROM TIME TO TIME. I FURNISH YOU THE FOLLOWING INFORMATION AND AGREE TO PAY THE ACCOUNT AT THE STORE, NOT LATER THAN THE 15TH OF THE FOLLOWING MONTH, UNLESS OTHER AGREEMENTS ARE MADE. IF FOR ANY REASON THE SAME IS NOT PAID I HEREBY AGREE THAT 10 AND 15 PER CENT MAY BE ADDED AS COLLECTION FEES.

NAME IN FULL Mrs. John Jones

RESIDENCE 201 E. Morton HOW LONG 5 years

FORMER RESIDENCE Denison, Texas HOW LONG 3 years

EMPLOYED BY Harmon Mfg Co HOW LONG 4 years

OCCUPATION Salesman SALARY \$200.00 MARRIED Yes

OWN PROPERTY yes WHERE LOCATED 201 E. Morton

BANKS WITH Denison Natl Bank

WHAT PERSONS OTHER THAN YOURSELF WILL HAVE AUTHORITY TO PURCHASE ON THIS ACCOUNT? None

LIMIT CREDIT DESIRED \$100.00 TERMS 30 Days

RESIDENCE PHONE 2122 BUSINESS PHONE 668

NEAREST RELATIVE'S NAME Mrs. Harvey Jones

ADDRESS Indes, Okla. 1201 E 1st

CHARGE ACCOUNTS AT FOLLOWING STORES Jones Dept Store
Steifels
Farley Bros

DO YOU OWN AN AUTOMOBILE? yes KIND Ford

DATE 3-10-26 SIGNED Mrs. John Jones

NAME	RATING
Jones, Mrs. John 201 East Morton	C

as should be entered from time to time. At the bottom of this flap, in the blocked-out form, is the payment record, terms and credit limit.

Because our record is controlled in visible filing equipment, we use various color markers to bring forward and chart existing conditions. Red indicates risky accounts, yellow closes an account for payment before further credit is extended.

At the time of authorization merely a glance at the visible margin of our record will warn against taking any

any more overhead than he can help. The business of a merchant is not merely to sell goods of which there are momentary profits, but must go further and meet the great need, service. He has invited people into his store by spending a great deal of money in the way of advertising. He has a reputation for successful merchandising. In other words, he is the host and should be willing, at least, to see that customers are taken care of not only in the selection of merchandise, but in the issues of speedy O. K.'s on credits.

Educational Service

As part of our educational service, we have arranged with publishers of national reputation to supply our members with books treating on Credits, Collections and Accounting. The following excellent books can be obtained by addressing the Retail Credit Men's National Association, Equitable Building, St. Louis, and will be sent postpaid upon order by any member. *Start today to build a business library.*

The Retail Charge Account	- - - - -	\$3.00
<i>By Frederick W. Walter</i>		
Installment Sales and Collections	- - - - -	4.00
<i>By Bryant W. Griffith</i>		
Effective Collection Letters	- - - - -	4.00
<i>By Tregoe and Whyte</i>		
Credits and Collections	- - - - -	4.00
<i>By Richard P. Eutlinger and David E. Golich</i>		
Credit Analysis	- - - - -	5.00
<i>By Walter O. Schuler</i>		
Hall Handbook of Business Correspondence	- - - - -	5.00
Beorigan Elements of Accounting	- - - - -	2.50
The Business Letter	- - - - -	4.00
<i>By C. A. Naether</i>		
Retail Organization and Accounting Control	- - - - -	3.00
<i>By P. I. Carthage</i>		
Modern Accounting	- - - - -	3.50
<i>By H. R. Hatfield</i>		
Modern Business English	- - - - -	4.00
<i>By C. A. Babenroth, Ph. D.</i>		
Retailing Merchandise Planning and Control	- - - - -	4.00
<i>By Jos. L. Fra, M. B. A.</i>		
Principles of Accounting	- - - - -	5.00
<i>By H. A. Finney, Ph. B. C. P. A.</i>		
Essential Elements of Business Character	- - - - -	1.00
<i>By Stockwell</i>		
Human Side of Retail Selling	- - - - -	2.00
<i>By Ruth Leigh</i>		
Elements of Retailing	- - - - -	2.00
<i>By Ruth Leigh</i>		
Making of an Executive	- - - - -	3.50
<i>By A. Hamilton Church</i>		

**RETAIL CREDIT MEN'S NATIONAL
ASSOCIATION**

Collection Progress

By JUDSON BENTON

President, Bonded Adjustment Corporation, Tacoma, Wash.
Ex-President, Collection Agencies Association of Washington.

IT is a far cry from the day of the ox cart to this day of the airplane. The same remark might well be said of the collection business. It is only a few short years ago that collections were made largely by methods now regarded as highly unethical. The red-coated collector was a frequent but unwelcome caller, and the publicity directed toward unfortunate debtors by high-handed procedure, the novel and effective, was heartless and illegal. The character and caliber of such collectors gave rise to the still too prevalent idea that all collectors are disreputable.

Later came the mail collectors with high-powered solicitors, who not only talked creditors out of their accounts but made them contribute a "membership fee" anywhere from \$10 to \$25. They had wordy contracts and maintained fine offices in some distant city, and the generous expression of the letters of recommendation which they carried written by so-called "clients"

were strong enough to convince the most skeptic. It took years of experience and the loss of thousands of dollars to educate creditors to the fact that these wonderful offices in foreign cities and these large accounts in foreign banks were made possible by the fact that while these foreign agencies were mighty good collectors, they were darn poor remitters. Fortunately, however, like the "brow-beater" first mentioned above, these oily-tongued gentry are rapidly fading from the picture. They still exist, however, and all too frequently some poor sucker is drawn into their net through the age-old fallacy of believing one can get something for nothing. "Cheap rates" is a seductive bait. Gullible creditors have contributed to these slick artists thousands, possibly millions, of dollars.

And so we enter the present stage. Progress in keeping with that of the rest of the business world has been true of collection work, both ethically and in business efficiency. The reliable

present-day collector scorns the practices employed by his predecessors. Instead, he has adopted modern and up-to-the-minute methods of business building. Recognizing the need of combined action, honest agencies have joined together and formed organizations, whose objective is the education of the creditor and the elimination of the crook. These organizations have a code of ethics and members must live up to it or be expelled.

Creditors should foster these organizations by refusing to do business with any collector outside the fold. By so doing, thousands of dollars now lost to legitimate trade would be retained in proper business channels. "THE CREDIT WORLD" has done noble work in exposing fake agencies and has continuously warned its readers to do no business with irresponsible collectors. Let this idea be consistently broadcasted and the unworthy must soon become extinct. There lies the work of the collector, individual and organization.

NAME <u>Mrs. John Jones</u>				RATING <u>2</u>		Aug 10 FL 02		REMARKS	
ADDRESS <u>201 East Morton</u>				TERMS <u>30 days</u>					
NEW ADDRESS				ACCT NO. <u>3501</u>					
OCCUPATION <u>Salesman</u>				RES. PHONE <u>2122</u>					
EMPLOYED BY <u>Harrison Mfg. Co</u>				BUS. PHONE <u>668</u>					
DEPT. <u>CHARGE \$65</u>				NEW OR OLD ACCT. <u>NEW</u>		BANK <u>American</u>			

DATE	ARTICLE	CHARGES	V	DATE	MEMO.	CREDITS	V	REF. NO.	BALANCE	PROOF
926	BALANCE FORWARD									
AUG 10	DRS	2 25.00						.10		
AUG 10	HAT	7 6.95						.25		
AUG 10	CT	6 25.00						.26		
AUG 15		2 .50		AUG 10	CK 10	12.50 -		.12	44.45	44.45
AUG 15	UMD	2 10.00						.22		
				AUG 18	CK 10	20.00 -		.12	54.95	54.95
								.22	34.95	

By B. W. DONOHER, Credit Manager
Damschroder-Berry Company
Toledo, Ohio

1. Expected remittance not received. Cannot wait longer. Please remit immediately.
2. Your old account must be paid. Unwilling to wait longer.
3. Our patience is exhausted. Must have account paid at once.
4. Unwilling to wait longer, account overdue. Please remit at once.
5. Will draw on you (*time given*) unless we receive remittance.

6. Our account long past due. Please remit at once.
 7. Please remit for account due. Imperative need. Thank you.
 8. Our account long overdue. Please remit by return mail.
 9. We call your attention to our account.
 10. Your delay in remitting very annoying. Your prompt attention requested.
 11. Expect payment on account without further delay. Don't disappoint.
 12. Regret cannot extend further credit until account is paid.
 13. Pleased to fill order when you remit for account due.
 14. A remittance for our invoice of _____ much appreciated.
 15. Unless remittance is received promptly must decline further credit.
 16. Have you overlooked us? Oblige us with check if possible.
 17. Why don't you answer our letters? Account must be paid without further delay.
 18. Why have you not paid _____ invoices? Remittance greatly appreciated.
 19. Should not telegraph unless very imperative. Kindly send check on account.
 20. Disappointed no remittance from you. Make a noise like a check please.
 21. Very important remittance reach us on _____. Large payments to meet.
 22. Understand your collections are good. Kindly let us have check on account.
 23. Wire our expense if we can have remittance by _____. Your help appreciated.
 24. A check for account by return mail will be of great assistance.
- Teacher—"What little boy can tell us the meaning of the expression, 'the quick and the dead'?"
- "Please, ma'am, the quick are the ones who get out of the way of automobiles, and the dead ones are the slow ones."
- Man (in barber shop)—"Be careful not to cut my hair too short—people will take me for my wife."
- The Epworth Herald.
- CLEVELAND**
COLLECTIONS
are
SOLICITED

—The Epworth Herald.

**The Cleveland Retail
Credit Men's Company**
405 Chamber of Commerce
Building - Cleveland, Ohio

Designed Exclusively for A



A typical installation of National Charge Phone authorizers' switchboards. Each department is connected directly with the credit office.

THE NATIONAL CASH

Authorizing Charge Sales

The National Charge Phone System gives department stores distinct advantages

THE National Charge Phone System is designed to do one thing in department stores—authorize charges. As a result it provides five distinct advantages:

- ① Much faster service
- ② Better control of Credit Accounts
- ③ Does not mar the appearance of the store
- ④ Economy in operation
- ⑤ Low cost of installation.

These are the advantages that have caused many additional stores to install this equipment during the past year. They are advantages which are available to every store.



National
O. K. Charge
Phone

REGISTER COMPANY DAYTON, OHIO

The Daily Snoozer

PUBLISHED SEMI-OCCASIONALLY

At the Annual Conventions and Other Occasions Whenever Editorial Symptoms Develop

It's the size of a dime
but worth a million



Criticisms Solicited
(For Waste Basket)

Editors Bonded by Fellowship

SIXTH SNORE OF THE SIXTH YEAR

DECEMBER, 1926

HALF SCENT

One of our New England lady Associate Editors frankly admits that she will possibly know more about the Snoozer after the convention in Providence.

W. C. Slotsky, Secretary of the Sioux City, Iowa, Retail Credit Men's Association, is still receiving congratulations on the successful conference held in that city in October.

Miss Carrie B. Thoms, Secretary of the Ponca City, Oklahoma, Credit Association, devotes all her spare time to securing National members and averages one a week. Wish we had a few more like Miss Thoms.

Honorable Lawrence Mc Daniel, Counsel for the National Association, advises that in his forty years of legal experience he has never found a class of men who could ask such "funny" questions as credit grantors.

That Mr. M. G. Riley, Secretary of the Associated Retail Credit Men of Kansas City, Missouri, believes in the Golden Rule and co-operation, is evidenced by the fact that when a severe snow storm set in on his return from the Missouri-Kansas football game at Columbia, Missouri, he stopped to help seven fellows out of the ditch.

Robert Stern, of the Harris Company, Dallas, State Chairman for the National, is also President of the Texas Retail Credit Men's Association. Some claim this gives "Bob" an advantage over other state chairmen.

Talking about efficient assistants, Steve Talkes, Secretary of the Washington, D. C. Association, selected a good one in Louis S. Grigsby. We feel that with the training under Talkes, he has a wonderful future ahead.

Our good friend Chilton of Texas, took "a little turkey and quail hunt" last month but failed to state results, if any.

Our "Mile High" Associate gives his reason as a steno being off duty and questions the Editor's ability to decipher his longhand without a key.

Another Associate Editor remarks that his English is poor, but compliments himself on the fact that his Scotch is good.

While passing we might remark that the scarcity of horses should not have anything to do with the decrease of horse sense.

Going around to the Western Bulletins is this wise crack: "A square peg may not fit a round hole, but a square deal fits anywhere."

Mr. W. A. (Bill) Rorke has succeeded Mr. A. B. Buckeridge as Manager of the Saginaw Retail Merchants' Credit Bureau, Saginaw, Michigan. "Bill" says the wonderful record made by "Buck" has no terrors for him.

C. B. Hunt, credit man for May Brothers, of Muskogee, has not been idle. This boy has been dragging in National members right along, which was the result of a very clever letter sent to a prospect prior to the personal interview.

L. T. Lindsay, former Credit Manager of J. B. Ivey & Company, Charlotte, North Carolina, is now Credit Manager for Miller and Rhoads, Richmond, Virginia, and Mr. H. W. Patrick, former Collection Manager of the Ivey Company, has been promoted to Credit Manager, succeeding Mr. Lindsay.

Associate Editors of this page have been somewhat lax with their contributions this month.

Edmond A. Rogers, President of the Rogers Land Company, and Vice-President of the Fuller Storage Battery Company, has been elected President of the Retail Credit Men's Association of Providence and has already started on his address of welcome to our National Convention which meets in Providence next August.

Now comes a noted divorce lawyer in the defense of the mother-in-law by stating that of 1722 cases of divorce he has traced 656 causes of divorce to the installment craze; cabaret and dance halls account for 178; vamps (both sexes) were responsible for 122; and traveling jobs for 18. Poor old mother-in-law was the cause of but 6 of these 1722 divorce cases.

We just can't help commenting on the good work of one of our lady Secretaries out on the plains of Oklahoma. Miss Carrie B. Thoms of Ponca City seems never to tire of adding to the local membership and incidentally insisting that they become members of the National. This lady Secretary has thoroughly organized her entire county and she should be given a large measure of personal credit for the good work.

Two years ago the Hartford merchants raved about a new bureau they were opening in a certain room in Hartford. A year later they raved about moving into a suite of two rooms and we find that at the end of the second year, they have leased a suite of three large rooms, doubling their floor space right in the midst of the downtown business section. There must be a reason for all that space.

UNDER A FAIR BLUE SKY, on the banks of the Spurwink River, with soft cooling Maine breezes blowing, a battle was waged by a mixed team. The Prompts and the X's, Evelyn Stevens, bookkeeper in the Portland Association's office picked Captain of the Prompts and Seward Thompson, Manager of the Collection Bureau, picked Captain of the X's.

War waged. Thrilled by excitement the Prompts played their best to put down forever the haughty X's, but no avail.

Mrs. Sterling loses the heel from her shoe—the Prompts are beginning to wonder—Mrs. Liscombe picks up the ball and forgets she was at the bat and then their hopes sink. Now Miss Babe Ruth (Marie Murch) comes to the bat and honestly makes a home run for the X's—Wow! The X's were beginning to look bright and saw the doom of the Prompts. Zobos blew wildly and cheers were called to the Prompts and then a tie in the ninth inning, score 10-10. Did they stop? No! The teams meant business and then—another inning and the Prompts were ushered into a glorious victory, 11-10. Hooray for the Prompts: No greater sport was ever enjoyed by Credit Managers at Portland, Maine, when the mixed ball team arranged by Otty Stockford played.

Jos. W. Scott, Manager of the Burbank Merchants Association, Burbank, California, is a live wire and has done much to create a community credit policy in Burbank, as well as bring the retailers together for co-operation in other matters.

Our members in Wichita, Kansas, take the prize for the number of professional bad check workers they have taken into custody during the past month. C. E. Waggoner, Manager of the local bureau, has been in this business only a year, but is now recognized as a leader when it comes to developing co-operation among merchants and credit men. Six check workers of national reputation were caught through his efforts.

Herman Marquardt, Manager of the Shoshone Credit Association, has adopted "Character Plus Reputation Builds Good Credit" as his slogan and is featuring it in the daily papers over

SPEEDING UP COLLECTIONS

By H. F. LUDIN, *City Paris Dry Goods Co.*
San Francisco

This heading is the best motto that any *Creditman* or *Creditwoman* of San Francisco can have within reading distance at all times. It is the one thought that comes into your executive's mind when he thinks of the office, and the thinking is a great many more times than you think he thinks. That is a funny little sentence but it has a powerful thought behind it.

the signature of the Shoshone (Idaho) Credit Association.

W. Marvin Knowles, Secretary of the Retail Merchants Credit Association of El Dorado, Arkansas, has installed a chain call system for notifying merchants of bad check passers and other undesirables. He reports 100% co-operation among the retailers of El Dorado.

GOOD, OLD NEW ENGLAND

It is said or alleged that there have been strange doings in that part of staid old Connecticut known as Hartford.

First, Al Knight becomes a papa occasioning a very lively meeting of the credit men. Then our State Chairman, Bill Miller, entices Lillian Durant, who happens to be Al Moreau's private secretary, to become all left-handed by wearing a certain type of ring of his choosing. Bill was "panned" proper at a subsequent meeting for trying to get more than his share of the bureau and now we are told, upon good authority, that Mike Purdon was blessed with a little daughter this past week. Of course, we don't think Al Knight or Bill Miller had anything to say about Mike's blessing, but it is strange how things travel in cycles.

Why did George Ingraham go to Vermont to give up his liberty?

The New Englanders are "tight as clams," we hear. Clams are that certain bivalve we are to learn all about in Providence next year. Perhaps that's why we have not been told before about that special turret board the Southern New England Telephone Company are building for the Hartford bureau. We are briefly informed that it's something new and will have twenty outside wires. We wonder.

Now we have all read of the Credit Salesman and much ink and space was used in trying to decide pro and con, but after all is said and done, the fly in the ointment so to speak is the collection of the accounts passed by the Creditman or Creditwoman, and the time required to collect. You may be a good salesman, you might have several good traits that look good to you, and sound good when you speak of them, but never lose sight of the fact that you are the watch dog of the outstanding accounts, and they need your attention at all times. This is good counsel, as the management is unable to allot enough time to see anything but the way your accounts are turning. Let the assistants under your supervision take up the inactive accounts, and other minor details.

You have tried numerous ways to get to the bottom of educating the new account customers to pay in thirty days, or as agreed. There is one way that never fails when followed up systematically, and this is to have the copies of your applications taken during the month, checked in the ledger the second month after application is taken, i. e., applications taken in October should be checked by December 15th, November applications checked on January 15th, and so on. This procedure will show the new accounts that are not paid in thirty days. When accounts are found that are not paid as agreed, a letter should be sent calling attention to the terms agreed upon at the time the account was opened. The closing of the account at that time is entirely up to the credit office who is guided by the credit information at hand. This procedure will get the account in good standing without the help of the collection department. *Remember*—this is an action brought into play only on the new accounts taken, the education of your old clientele will have to be a separate procedure. Salesmanship is here brought into play by the fact that all accounts open and showing no purchases are brought to the attention of the credit office.

Creditmen! Creditwomen!—this article is *important* and it is hoped that it will open a way to an educational discussion on how to make a better turn-over on our outstanding accounts, and to start a new account in the right direction.

President Heller's Message

IN a few days we will close our books for 1926 and it is only proper that we make a resume of our past activities, for our accomplishments, of those things left undone and give heed to the future.

This not only applies to our association, but each individual should "check up" and see wherein he has been a success, wherein he has failed.

Speaking for the R. C. M. N. A. and its accomplishments, we can look back with a marked degree of pride to what it has done and to its plans for the future.

Every move made was constructive in its nature. Based upon the thought that we were building for the future, that we were erecting a structure which would reflect credit upon the little band of architects who planned it, upon those willing workers who aided in its construction and that it will be a valuable and noble heritage to those who will take up our work—when we are no more.

The National Association made one of its most advanced steps when it created the Credit Service Exchange Division, when they took the Bureaus and Agencies, working without unity of purpose and remoulded them into a department of real service to our members.

There remain some rough spots to be smoothed out before we can say the Credit Service Exchange Division is a perfect piece of machinery, still the Division is in a delightfully working condition and will, in a short period, be self-supporting. Too much credit can not be given to Past-President Snider for having made the amalgamation the outstanding feature of his administration.

Few of us realize to what extent this Division has grown or to the work it is doing. It now numbers 800 units, rendering nine million reports a year, with something like fifty million records on file. It now has in the field its own special representative and from all reports his work is highly satisfactory.

The Tracing Department for locating "Skips" is another important development of the association and one in which your President takes much

personal pride. The inauguration of this department and its plan was his contribution to the National Association. The department now has two employees and there is considerable expense attached to the work, still it is self-supporting and when the expenses are properly segregated, will show a very interesting profit. This department is now locating on an average of 360 "Skips" a month.

During the past month, through the efforts of Secretary Truesdale, Managing Director Woodlock and your President, a satisfactory agreement has been entered into with the National Association of Finance Companies, wherein the local members of the finance company will use the Credit Service Exchange for clearing its reports. This is an activity which will result in a greatly increased volume for service division members.

The R. C. M. N. A. has made rapid strides in service rendered to the membership. This service has been more or less of an individual nature and rendered to those who have recognized the benefits to be derived from a close contact with the National Association. This service has covered many subjects and embraces furnishing names of firms seeking office and credit managers to those who are in turn seeking new connections, and collecting accounts and furnishing legal advice.

I know of no better manner in which an individual member will ever realize the full significance or the true worth of his membership than by keeping in close touch with the National office, asking for information desired and giving same when called upon.

To sit and wait for the National Association, through its executive officers, to promulgate and originate big things and to judge the quality of the organization by the number of these things, not only underrates the National activity, but deprives members of many benefits that await their request.

Last year, under the supervision of Vice-President Meyer, a Pay Promptly Campaign was inaugurated and proved successful. A like campaign under the same capable management has been

booked for the first week in February. From advance information we are safe in predicting that the 1927 campaign will be more successful in every way than the one preceding. A Pay Promptly Campaign will become one of the National's annual activities.

Regional conferences have been given a National touch, due to the fact that the Managing Director is lending his attention to the arrangements of same and setting the dates, thus avoiding conflict and making it possible for National officers to attend.

Sioux City, Iowa, held the first conference of the fiscal year, the mid-west conference being held in that city on October 25th and 26th. The conference was well attended, considerable interest shown and was successful from the educational point of view. This conference was attended by four National officers.

Other conferences to follow are:

NORTHERN—Hibbing, Minn. Feb. 7th and 8th.

MISSISSIPPI VALLEY—St. Louis. Feb. 15th and 16th.

TRI-STATE—Cincinnati, Ohio. Feb. 16 and 17th.

NEW YORK STATE—Auburn. Feb. 21st and 22nd.

SOUTHERN—Birmingham. Mar. 21st and 22nd.

NORTHWEST—Portland, Ore. May 16th and 17th.

The above conferences are in addition to the meetings held by the Credit Service exchange Secretaries and Managers.

I wish to urge upon all directors who are in the vicinity of a regional conference to attend same. It is the desire of the National Association to give to the regional conference a National air and this can only be done by the attendance of National officers. I also wish to impress upon every State Chairman that he also attend the conference in which his state is included. This affords him a wonderful opportunity to become acquainted and gives him personal contact.

It is pleasing to note the interest of purpose exhibited by those who exploit these conferences, the enthusiasm and interest displayed by those

(Continued on page 21)

President Heller's Message

(Continued from page 20)

who attend and the ever-increasing number in attendance.

It is the hope of the administration that in 1928 every section of the country will become so deeply interested in the value of regional conferences that every state in the Union will see that it is represented at a conference.

The object of these conferences is to bring a little National convention to the doors of those who find it impossible to attend the annual National convention, to bring our members into closer contact, that they shall become better acquainted, form everlasting friendships, discuss their local problems and make credit granting more safe for the merchant and better for the user.

Legislative affairs are being looked after by Olin O. Berry, of Knoxville, Tennessee, who is Chairman of the Legislative Committee. Members who have questions pertaining to this branch of work should submit same to him.

In this connection it might be well to advise the membership that this office has under preparation by our General Counsellor, Hon. Lawrence McDaniel, a bill to be presented to Congress relating to the Garnishment of Salaries earned by Federal employees. In this work we are pledged the support of the National Grocers Association. We have formed a connection in Washington with a man who is not only familiar with the work of securing action, but his acquaintance is such that we are guaranteed an opportunity to appear before the committee to whom the bill will be referred.

This bill when completed will be published in THE CREDIT WORLD with instructions to every member how he can assist in securing its passage.

Commencing January 1st, in compliance with instructions from the Executive Committee, an Assistant Secretary will be employed whose duties will be to take up and promote research work and to edit THE CREDIT WORLD, and to perform such other duties as the title of his office implies.

I believe it would not be amiss for your President to give an outline of the cities visited. With the exception of

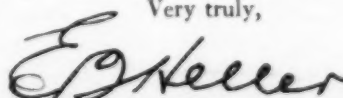
Des Moines and Sioux City, organization work was carried on to a successful degree.

Since his election your President has had an opportunity to visit a number of cities and attend the Sioux City conference. Everywhere he found much interest in our association's activities and was able to secure a number of new members. Both on these visits and by mail I have received promises of intensive membership work after January 1. That is the zero hour and I am expecting enthusiastic support and encouragement from each of our 14,000 members.

I have previously stated "that increased membership is not our only thought." I would be pleased to learn of some other plan, if one is obtainable, whereby we can carry on our work, secure those things we desire, realize our ideals and meet our operating expenses, without increasing our members. It has been impossible for me to reconcile the fact that we have about 14,000 members while the Credit Service Exchange Division is serving about 150,000 subscribers, every one of whom is receiving some benefit, some help from the National Association. These subscribers believe in what the National stands for, what it is endeavoring to accomplish. They believe in organization and co-operation. They believe through organization they secure things which would be utterly impossible to obtain through their individual efforts. Certainly this makes each and every one a prospective member for the National Association. Why can we not get their membership—perhaps no one has asked them to join—shall we not make the effort?

In conclusion, I wish to thank the officers and directors who have assisted me. I wish to specially thank the State Chairmen and the members of all committees who have and are still laboring with me; and to each and every one, I wish the approaching festive season will bring to them and theirs—much joy and happiness.

Very truly,



TORONTO TO HAVE GREAT ORGANIZATION

On Friday evening, November 26, over fifty merchants and credit men of Toronto and Hamilton, held a meeting at the King Edward Hotel at Toronto, to listen to an address given by Mr. Frank E. Parker, Vice-President and General Manager of the Merchants Credit Bureau, Detroit, on the subject of "The Modern Retail Credit Bureau."

Strange as it may seem, Toronto, one of the largest cities of the American Continent, has no Credit Bureau or Credit Association. They seemed to be awakening to the fact that other cities are profiting by the maintenance of such a Bureau, and displayed intense interest in the subject.

Without any intent whatever of forming any definite plans, the meeting was not allowed to break up until an organization committee had been appointed, with instructions to proceed towards the organization of a local Credit Men's Association, and a merchant-owned Bureau.

The delegation from Hamilton at the same time requested that Mr. Parker attend a meeting there in the near future, as they are also vitally interested in the same subject.

Mr. Parker was accompanied by Mr. E. L. Silver, Manager of the Border Cities Credit Bureau, Windsor, Ontario, and membership chairman for the Province of Ontario.

An amusing incident in connection with the meeting was that out of the number of credit men in attendance, there were no two acquainted with each other, and they had to be introduced to each other by Mr. Silver from Windsor, who had spent a day in advance rounding them up for the meeting, and in that way had met them all.

There is every likelihood that we will soon see a live organization in Toronto and later on in Hamilton, as Mr. Silver has almost a virgin field to work on, and is taking due advantage of it.

A RAISE EVERY WEEK

The Employee—"I came to ask you if you could raise my salary."

The Boss—"This isn't pay day."

The Employee—"I know that, but I thought I would speak about it today."

The Boss—"Go back to work and don't worry. I've managed to raise it every week so far, haven't I?"

Installment Crisis Soon, Couzens Fears

INSTALLMENT business is working unrealized damage to American prosperity, and even now is heading the country toward a crisis, declares Senator James Couzens, of Michigan, in an analysis of the situation appearing in *Nation's Business*.

It is not only their future wages that young people are mortgaging, he holds, but their characters, "the traits of self-control and perseverance," which are no longer being developed under the "dollar down" system of satisfying human desires.

Senator Couzens is not so much concerned about the installment seller, because, as he points out, the seller is able to take better care of himself by prudence and precaution. It is the buyer about whom the Senator from Michigan is talking. In an editor's note accompanying the article, it is said that Senator Couzens has the courage of his convictions, evidenced by his statement that, having invested a large sum in an electric refrigeration project, he withdrew from it and pocketed his loss because, as he said, he could not conscientiously continue a business that depended practically entirely on installment selling.

Touching on the moral aspect of the installment plan, Senator Couzens says that the opportunity to develop the traits of self-control and perseverance, which go to build character, are now being lost to young people because no matter what they want now they can most always get at once, without sacrifice, for a small down payment. "Young people, and particularly young men," he writes, "tie themselves up with these installment payments so that their future is absolutely mortgaged. What position will they be in when the opportunity presents itself to go into business or to make a small investment in some enterprise?"

"KILLS INDIVIDUAL INDEPENDENCE"

"Several of the original investors in the Ford Motor Company, among them myself, had saved a few hundred dollars, which they had available when the Ford Motor Company was organized, and which they invested in the business with well-known results. Suppose we had purchased bicycles, pianos and other articles on the install-

ment plan. We certainly would not have been able to have availed ourselves of this opportunity.

"Thousands and hundreds of thousands of working people are now bound with these installment payments, so that they dare not even take a reasonable risk in a new venture, either of employment or investment. I believe more harm is being done to the development of our country through widespread installment buying than any other one way. I believe it is stultifying initiative, ambition and energy to an extent yet unrealized."

Discussing the economic side of installment sales, Senator Couzens says:

"Competition through high-pressure selling methods has used up the consumer's dollar, and is now fighting for the dollar of next week, next month and next year. When the proponents of these selling plans have secured these dollars, how much farther are they going to reach out? What if there is no consumer's dollars to receive? What if illness, loss of employment, disaster or what not occurs? What is then going to be done about the dollars anticipated but not obtainable?"

"We have been so prosperous during the last few years that we have not had to face the problem of what to do with repossessed goods—goods on which the installments are not paid. If the time comes that repossession goes on rapidly, these goods will interfere with the flow of new goods from maker to user, and we shall have a real problem for salesmanship. They will mean frozen assets and will raise a question for financiers with which they have not yet had to deal.

"There has been a notable absence of discussion as to the cost of these installment sales to the consumer. The consumer pays the bill. There is no doubt about that. And so long as he pays the bill the manufacturer and retailer have not much to worry about.

"COST IS 15 TO 30 PER CENT"

"You will find advertisements offering financing for 9 per cent. You will find some advertisements quoting a figure as low as 6 per cent. But if you stop to figure out the difference between what the article will cost you for cash and what you have paid at

the end of your final payment, you will find that additional cost has been from 15 to 30 per cent. It will be camouflaged, it is true, by what are known as service charges, financing charges, commissions and so on; but whatever it is called, the consumer pays it, and pays it in addition to what he would pay if he bought for cash.

"Then there is the fallacious argument that it is better to pay out of current earnings, or, in other words, each week's or month's wages, for these articles than to use your saving, or 'nest egg.' How fallacious this must appear when you recognize that your 'nest egg' is drawing perhaps 3 or 4 per cent interest from the bank, while on the other hand it is seriously proposed that you should pay out of your earnings for installment purchases from 15 per cent to 30 per cent.

"These arguments are, of course, used only to fool the buyer, because the seller would not pursue such an absurd policy.

"It is pointed out as one of the arguments for installment buying that we have always had such sale, particularly of houses and some few other things that did not receive much wear and tear, or rapidly deteriorate. An effort is made to show by that analogy that the installment business is sound. No rational person wants to condemn all installment sales. Installment buying of homes, well selected real estate or sound securities, or any other commodity that appreciates in value or at least depreciates very slowly is sound. But to buy things that wear out or depreciate rapidly, on the same basis on which you buy a home, is economically unsound.

"NOT GETTING MONEY'S WORTH"

"No one who is buying unnecessary articles on the installment plan is getting his money's worth. Every one who is buying in that manner is curtailing his purchasing power. Every one who is doing this is really getting less out of his investment than the cash buyer. He cannot possibly have as much of the world's goods if he buys under this plan as if he bought on the pay-as-you-go basis.

(Continued on page 23)

Couzens Fears Installment Crisis

(Continued from page 22)

"Business men, bankers and manufacturers, I hope, will see the handwriting on the wall in time at least to curb this expansion of installment sales. Above all, I hope that the buyer will wake up to what is really happening before it is too late, before we encounter a great crisis. It will come. It is simply a question of how soon, and in my judgment is not very far off. We have yet time to help ourselves to some extent, even though we have gone too far to prevent all trouble.

"If the normal average business man would consider such abstractions as the economic welfare of the country, he would refuse to engage in such an economically unsound program. The weakest of these business men (and I mean the weakest in character, not so much the weakest in finance) will go ahead with it, because he will satisfy himself that he is forced into it by competition. But you will find thousands, yes, hundreds of thousands, of manufacturers and merchants throughout the country who refuse to engage in this unsound practice."

—From The Retail Ledger.

INSTALL CREDIT BUREAU KIRKSVILLE, MISSOURI

Forty-eight retail merchants of Kirksville, Missouri, met on December 1, 1926, at the Travelers Hotel, that city, for the purpose of making plans to enroll every merchant as a subscriber to their credit bureau, which has been in operation since September 1st. Sixty have already become members. The bureau is under the management of Mr. E. L. Barnes and six thousand records are already in its files. Mr. Harry Bamburg, of H. Bamburg & Son, clothing merchants, is president.

Managing Director D. J. Woodlock, of the Retail Credit Men's National Association, was the principal speaker at the meeting.

CORRECT

A teacher in an east side school asked little David to go up to the blackboard and write a sentence containing the word "pencil." He wrote:

"If you don't wear suspenders your pants'll fall down."



Hear Ye! Hear Ye!!



Retail Credit Managers

The 1927

CONVENTION

will be held in

PROVIDENCE

"The Southern Gateway of New England"

Aug. 8th to 12th

The Providence Retail Credit Managers' Association
wishes you all

A HAPPY NEW YEAR

We have in store for you

The Best Convention

yet held and know that will be going some—but wait!!
we will show you

Providence Retail Credit Managers'
Association

PROVIDENCE

"The Southern Gateway of New England"

Mutual Clothing Co. Has Unique System

(Continued from page 24)

automatically fall in order and pick out those records showing the need of activity.

Presume that an account becomes delinquent, an orange signal is placed over the date when a series of six follow-up letters is to be mailed. When that time arrives, there comes the knowledge that follow-up letters are to be instigated, merely by glancing at the card. When the color orange is

Other colors indicate pertinent facts:
Red, means watch.

Green, account due over thirty days.

Black and white, cannot locate.

Blue, in the hands of an attorney.

With such a complete analysis of all accounts, there is not the possibility of overlooking any discrepancies on the part of the customers. The feature of the collection card is exceptional because it is not necessary to prepare a



observed, the office card is removed, information regarding date, amount and balance of last payment entered on the lower section of the card. Date and symbol should also be entered on follow-up card. After action has been taken the office card is returned to its position in the file. At this time the next follow-up date is observed and the signal on the ledger card moved to its appropriate place.

On the bi-weekly check-up, if the color purple is observed on any record, the collector's card is removed and utilized.

report each time delinquent solicitation fails. The permanency of the master record always makes available a complete knowledge of an account, regardless of the fact that both office and collector's cards may be serving their respective purposes out of the files.

The accuracy of constant follow-up afforded by the bi-weekly summarization of file information, increases greatly the collection activity and brings results in advance of the time which might have elapsed had there not been systematic procedure.

PITTSBURGH COMPLETING ORGANIZATION

The Retail Merchants and Credit Men of Pittsburgh, Pennsylvania, have been working for six months on a new plan of co-operation between their reporting bureau and the retail credit managers which it is expected will make that city the most thoroughly organized for the protection of the credit grantor of any in the country and also the most important unit in the National organization. Mr. A. B. Buckridge, Manager of the Pittsburgh Credit Bureau, promises an announcement of feature importance as soon as all plans are complete. National Director and Past-President Franklin Blackstone, of Frank & Seder Company, and local President L. Michaels, of the Harris Department Stores, have worked hard and earnestly on the new organization.

THE 1927 PROSPECT

There will be no panic in 1927, but 1927 will show noticeably slower business than 1926.

Nineteen-twenty-seven will be to 1926 what 1924 was to 1923.

There will be no real bear market in stocks.

Profits may contract, but there will be no general shrinkage of dividends.

There will be no serious unemployment situation.

The slow period will come to an end before the close of 1927, and business expansion will be resumed.

No real panic or depression, such as usually follows a period of sustained prosperity, is in sight, because a "restrained and prudent" attitude has marked this period instead of the usual enthusiasm and recklessness in which expansion intervals generally result.

This is the forecast for 1927 business conditions as presented by Colonel Leonard P. Ayres, vice president of the Cleveland Trust Company, economist and World-War statistician for the United States Government.

—From The Retail Ledger.

RESPECT FOR LAW

Cop—"Why didn't you stop when I yelled back there?"

Driver (with great presence of mind)—"I thought you said 'Hello, Senator.'"

Cop—"Well you see, Senator, I was going to warn you about going too fast in the next town."—G. F. O.

THE INDIANA FRAUD CHECK LAW

The following law is proving effective in the prosecution of bad check workers in Indiana.

SECTION 2589. CHECK DRAWING WITHOUT FUNDS, FRAUD, EVIDENCE.—

1.—That whosoever, with intent to defraud by obtaining money, merchandise, property, credit, or thing of value though no express representation is made in reference thereto, or who in payment of any obligation, shall make, draw, utter or deliver any check, draft or order for the payment of money upon any bank, depository, person, firm or corporation, knowing at the time of such making, drawing, uttering, or delivering, that the maker or drawer has not sufficient funds in or credit with such bank, depository or person, firm or corporation for the payment of such check, draft or order in full upon its representation, shall, upon conviction be fined not less than one hundred dollars (\$100.00) nor more than five thousand dollars (\$5000.00) to which may be added imprisonment in the state prison for not less than one year nor more than five years.

The making, drawing, uttering or delivering of such check or draft or order aforesaid shall be *prima facie* evidence of intent to defraud. The word "credit" as used herein shall be construed to mean an arrangement or understanding with the bank, depository, person, firm or corporation for the payment of such check, draft or order.

SECTION 2589a.

Be it enacted by the General Assembly of the State of Indiana, that whoever, with intent to defraud, or by color or aid of check, draft or order for the payment of money or the delivery of property, although no express representation is made in reference thereto, obtains from another any money or property, when the drawer of such check, draft or order is not entitled to draw on the drawee for the sum specified therein, or to order the payment of the money or the delivery of the property, shall on conviction be fined not less than one hundred dollars (\$100.00) nor more than five thousand (\$5000.00) to which may be added imprisonment in the state prison for not less than one year nor more than five years.

THE COLLECTION MAN

By SIDNEY S. ATKIND
Lachman Bros., San Francisco

The most unthankful position to fill is that of a collection man.

We all know the good customer never needs looking after, it is generally the indifferent, neglectful one or the poor pay customer. Statistics prove the percentage of dead beats to be very small. The largest percentage of the American public are absolutely honest.

The collection man seems to be the buffer for everyone; if he writes a letter to a customer who is a friend of the house he gets the complaint from the employer; if a customer who has received a letter calls into the store, invariably someone over the collection man will take the customer, apologize for the collection man's negligence and smooth things over, notwithstanding the fact that the customer deserved the letter.

Here is one mistake that is made; instead of listening to complaints and apologizing for the collection man the customer should be turned over to him and he can smooth things over to better advantage than his superior, the reason being that the customer will invariably neglect the account again and have to be written to frequently. After having met the superior they naturally treat the future letters of the credit man with contempt, knowing all they have to do is to go and see his superior. The writer did work in *one* installment house where no matter who it was, even the closest friends of the house, they would not interfere but would bring them to the collection desk and say, "Mr. So and So is a dear friend of the family—do what you can," and invariably the customer would go out with a better feeling than they do when the superior takes up their case because they rarely forget the man who wrote the letters, whereas when the collection man handles them himself he can invariably send them away happy.

Now in collection installment accounts the writer finds the best results are attained by writing systematically at regular intervals. Of course care and judgment must be used in writing for one cannot treat all customers alike and anyone treating them all the same would soon find himself and boat on the rocks.

Of course the thirty and sixty-day accounts have to be handled more critically because those accounts are invariably a better class of customer and require tact and judgment.

I have at all times had the deepest respect for a collection man and have done everything in my power to help him, which, however, does not mean that the writer is looking for sympathy.

MAIL ORDER CATALOGUES

We are advised several towns in the west have made collections of the catalogues of mail order houses for the purpose of destroying them.

The Federal Trade Commission has adjudged that an act of this kind is illegal and in restraint of trade.

We feel that many of our members are not familiar with the ruling and therefore advise they should not become a party to any such act.

ROBERT LOUIS STEVENSON'S CODE

To work "a little harder" and with determination and intelligence.

To remember enough of the past to profit by its mistakes.

To "worry never," but to think seriously of the future and not only of today.

To "play the game" fairly. To be cheerful and keep smiling.

To perform my duties faithfully. To develop courage and self-reliance.

To be kind to dogs and other dumb animals.

To cultivate economy and to waste nothing of value.

To look well after my health, and spend as much time as possible in the "great out of doors."

In the development of business to seek quality rather than quantity.

To keep thoroughly posted and "know more" about the business in which I am engaged.

To ignore courteously any display of jealousy or unfriendliness on the part of others.

To co-operate earnestly and sincerely with all my business associates.

These things let us resolve to do at all times and under all circumstances.

NOW READY Group Conference Proceedings

A Verbatim Report of the Group
Conferences at our National
Convention

Price \$5.00

RETAIL CREDIT MEN'S
NATIONAL ASSOCIATION
ST. LOUIS



A LIVE WIRE

When the Board of Directors of the Retailers' Credit Association of San Francisco selected Mr. Reginald S. Martin as Managing Director, they helped the cause of Better Credits, not alone in the city of San Francisco, but throughout the nation.

Martin radiates enthusiasm and possesses an irrepressible personality which causes him to gain his point without the appearance of arrogance.

He was born in New York and followed the banking business for several years after leaving college. Later he became connected with the Internal Revenue Department, supervising tax audits. After eight years he resigned to take up corporation tax service, and early this year became Managing Director of the San Francisco Retail Credit Association.

He has the reputation of a go-getter and believes hard work and persistency will even out at all times.

He made such an impression upon the National Offices at the Los Angeles Convention that he was appointed National Chairman for Northern California and has become one of the National Councilors.

Martin is the type who will make a great success of Credit organization work, and San Francisco can well be proud of their Managing Director.

A lady who owned a parrot noted for his profanity, lived next door to a church. Each Sunday morning she covered Polly's cage over with a black hood and took it off Sunday night.

On Monday morning the pastor called to see the lady and before she opened the door she put the hood over Polly's cage. After the pastor had left and she had taken the hood off again she was surprised to hear from Polly: "This has been a hell of a short week."

WHO MADE THE "SLOW PAYS" OF 1926?

D. J. WOODLOCK

When the credit men and women of the country close their books for 1926, it would be an interesting and profitable study to make an analysis of their accounts and determine just what causes the "slow pays."

I'll wager such an analysis will show a large percentage due to unintelligent credit granting and lax collection methods.

Here is an account opened for a \$25.00 limit, yet they are owing \$195.00. This indicates credit extension in excess of the Credit Manager's judgment, made at the time the account was opened, due possibly to a failure to keep in touch with the account. Who is to blame?

Here is an account of \$375.00, an accumulation of purchases covering many months. The original limit was \$50.00. Customer has been paying on account each month, but never in full and always buying in excess of payment. As a result the account has pyramided in excess of the customer's ability to pay. Who is to blame?

Here is an account with a customer of means. It totals \$693.00, representing purchases over a period of seven months. No attempt has been made to collect because the credit department knows this customer can pay. Who is to blame?

Another account upon which the husband has set a limit of \$100.00, but

the wife purchased \$285.00. Who is to blame?

Another open account of \$200.00, but also an installment account of \$985.00. One must be neglected in order to pay the other. Who is to blame?

I believe in liberal credit extension, but I also believe such policy is only safe when backed up by an efficient and persistent collection system, an understanding as to terms when the account is opened and an insistence upon those terms being respected. The reputation of being "easy" does not do you any good. In fact it places you in the position of creating slow pay customers.

Just to prove my contention, analyze your accounts on January 1st, not alone the undesirable, but the "slow pay," and check up on your own organization, and if you don't find a sinew loose in your collection follow up, you are an exception to the rule.

The Board of Directors of the Retail Credit Men's National Association have again retained Honorable Lawrence McDaniel, former Circuit Attorney of St. Louis, as Counsel for 1927. Mr. McDaniel will be pleased to render, without charge, advice and opinion on all matters relating to credits and collections. He is also equipped to give special attention to legal matters involving research or suit, and our members are urged to take advantage of this National service.

The Importance of the Salescheck

From THE MERCHANTS' MANUAL

THE salescheck is the basis of all sales records. It not only gives disposition of merchandise and the money involved in the transaction but allows the sale to be credited to the particular department and salesperson. From the salescheck all sales records and audits are made. It also carries the merchandise through the packing and delivery departments and serves as a basis for returns and adjustments.

An Invitation



The Retail Credit Men's National Association extends to all members, credit managers and merchants, in four separate districts, an invitation to attend a Conference to be held under our auspices.

All credit grantors in the states of Minnesota, Wisconsin, North Dakota and South Dakota, are invited to meet at Hibbing, Minnesota, on February 7th and 8th. Write A. W. Cohoe, Box 1455, Hibbing, Minnesota, for particulars.

All credit grantors in the states of Missouri, Illinois, Arkansas, Western Tennessee and Kentucky are invited to attend the Mississippi Valley Conference at St. Louis on February 15th and 16th, Hotel Statler, headquarters. Make reservations with A. J. Kruse, Secretary, Associated Retail Credit Men of St. Louis, Chamber of Commerce Building, St. Louis, Mo.

All credit grantors in the states of Ohio, Indiana, and Michigan are invited to attend our Tri-State Conference at Cincinnati, Ohio, on February 16th and 17th, Hotel Gibson, headquarters. Write Mr. J. A. Williams for further information.

All credit grantors in the state of New York should attend the New York State Conference at Auburn, New York, February 21st and 22nd. Full particulars from Mr. Walter S. Marx.

The annual regional gatherings have become an important feature of our educational work and deserve the support of all retail merchants, because of their value as an influence for standardized methods and an opportunity to exchange thought with fellow merchants.

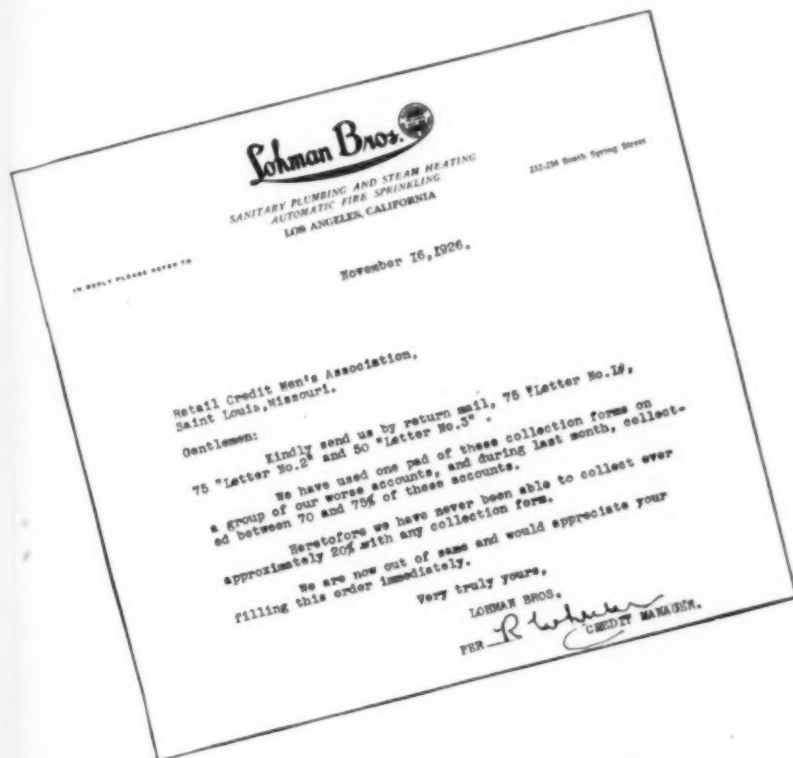
Don't wait until the last minute. Make your reservation now and encourage those in charge of the Conference. We guarantee an interesting and instructive program.

RETAIL CREDIT MEN'S NATIONAL ASSOCIATION,
St. Louis, Mo.

A Collection System that Collects

When the directors of the Retail Credit Men's National Association authorized the publishing of our Four-Point Collection System to offset the sale of many worthless book and letter systems for which high prices were charged and which brought little returns to our member, they provided a real service.

blank so the claim can be handled by a responsible collector if the debtor fails to respond to the letters. The pulling power is the National Association appeal. Of course it will not get results from debtors who cannot be located and judging by the thousands of letters returned to the National Office by the Postal department, many



Over one thousand of our systems have been sold and three hundred and twenty letters telling of excellent results have been received at your National office.

Here is one from R. Wheeler, Credit Manager, Lohman Bros., Los Angeles, California:

The system consists of a series of three letters on the stationery of the National Association and a forwarding

credit men are not keeping in touch with their customers' movements.

Every member should have one of these Four-Point Systems. The price is only \$10.00 and additional letters can be secured at a small cost when the original supply is exhausted.

Prepare for an aggressive collection campaign during January by ordering your copy now. Address, Retail Credit Men's National Association, St. Louis, Mo.

WILLIAM SHERMAN RAUCH

As we go to press we learn of the death of William Sherman Rauch, Manager of the Credit Reporting Co., Newark, N. J.

Mr. Rauch was one of the pioneers in the Retail Credit Reporting business and a charter member of the Retail Credit Men's National Association. We will miss him from our National Conventions and his passing will be mourned by the entire organization.

D. J. WOODLOCK.

TEXAS SOCIAL NOTES

The Retail Credit Men of Dallas and Ft. Worth held a joint social gathering at the Park Inn on the Ft. Worth Pike last Tuesday night, November 23rd. This affair was a repetition of the one held last year with the exception that there were many more in attendance this year.

The affair began about eight o'clock with a chicken dinner served in family style to about 250 guests. There were some Ft. Worth members as well as Dallas who had not been in regular attendance to our luncheon meetings, that could be easily spotted from the enormous amount of food they put away. J. T. Parker and J. E. Ziegelmeyer of the Huey & Philp Hardware, Dallas, together with their wives, put away, conservatively speaking, about six chickens, together with all the trimmings.

There were two prizes given, one by each Association, which were two turkey gobblers. The Dallas turk was won by Mr. Burke of Ft. Worth National Bank, who in turn presented it to Mrs. Sam Hymes, wife of the President of the Dallas Association. The Ft. Worth turk was won by J. H. Parker, Credit Manager of the Shaw Jewelry Co., of Dallas.

There were no speeches made, only a short address of welcome from President Hymes and President Clark.

During the dinner there was quite a bit of vaudeville entertainment which was very clever. The tables were cleared from the floor and dancing took place from then on till about 3 a. m.

It is said that Robert Stern went to his office in a Tuxedo, thus meaning he did not get home at all. A little contest consisting of a potato race was won by Mr. Cottingham, of Dreyfus & Son, Dallas, and Miss Ruth Bruce, of the Merchants Red Book Company, Dallas. Mr. Phillips and partner, of Ft. Worth, came in last. The winners were presented with a linen handkerchief and a perfume atomizer. The lady guests of the evening were presented with a bottle of Hudnut perfume as compliments of the Dallas Association and a unique memorandum book as compliments of The Fair, of Ft. Worth.

It was conceded that this was a very enjoyable evening and was suggested that this be made an annual affair.

LOSSES FROM BAD DEBTS—RETAIL GROCERY STORES IN NEBRASKA

The Business Research Committee of the University of Nebraska has issued the following figures of losses from bad debts in 33 retail grocery stores of Nebraska during 1925.

PERCENTAGE LOSS FROM BAD DEBTS, 1925
Net Charge Sales—100 Per Cent

Store	Net Charge Sales	Amount	Per Cent
1.....	\$ 1,514.65	\$ 150.00	9.90
2.....	3,000.00	25.00	0.83
3.....	4,800.00	300.00	6.25
4.....	5,123.00	48.49	0.95
5.....	7,200.00	100.00	1.39
6.....	7,353.39	50.00	0.68
7.....	8,000.00	10.00	1.25
8.....	10,000.00	250.00	2.50
9.....	11,032.00	110.32	1.00
10.....	15,272.17	100.00	0.65
11.....	15,992.15	150.00	0.94
12.....	18,743.65	176.06	0.94
13.....	19,450.00	50.00	0.26
14.....	23,450.12	255.00	1.09
15.....	23,475.65	466.22	1.99
16.....	27,452.00	235.00	0.86
17.....	29,765.40	115.00	0.39
18.....	32,000.00	350.00	1.09
19.....	32,600.98	300.00	0.92
20.....	33,833.10	130.48	0.39
21.....	43,095.61	500.00	1.16
22.....	43,711.66	450.00	1.03
23.....	50,000.00	350.00	0.70
24.....	56,007.13	1,149.26	2.05
25.....	60,000.00	709.15	1.18
26.....	62,750.10	500.00	0.80
27.....	62,893.13	242.61	0.39
28.....	64,400.00	150.00	0.23
29.....	69,674.99	496.55	0.71
30.....	81,336.13	111.23	0.14
31.....	81,701.71	450.00	0.55
32.....	127,994.91	19.85	0.016
33.....	146,907.89	479.58	0.33
Total.....	\$1,280,531.52	\$9,069.80	0.71

In the October CREDIT WORLD we announced a slogan contest with prizes for the best slogan. To date, 7,421 slogans have been submitted. Why can't we get the same response to our appeal for new members? Just think what a wonderful organization we would have if our membership showed the same response to our appeal for new members. If every member would send in a new member it would mean a membership of 30,000. Greater strength, greater unity and greater co-operation.

LIMITED

"Porter, fifty cents for another pitcher of ice water."

"Sorry suh, but if I takes any mo' ice, dat corpse in de baggage car ain't going to keep."

—Fetter Clippings.

R. W. WATSON MAKES NEW BUSINESS CONNECTIONS

Ralph W. Watson, past President of the Retail Credit Men's National Association, has resigned his position with the Spokane and Eastern Trust Company to become Vice-President of the Robert W. Grinnell and Company, realtors, Spokane, Wash.

Mr. Watson is familiar with the real estate business, having followed that line before going into the banking business and having made a study of real estate valuations and title business. On November 15th, when he took up his new work, his office was flooded with telegrams from retail credit managers in all sections of the country, expressing their wishes for success.

ROBERT STERN, CHAIRMAN OF TEXAS

In the list of State Chairmen, published in the November CREDIT WORLD, Texas was not assigned, due to our efforts to persuade Mr. Robert Stern of A. Harris & Company, Dallas, to accept this important assignment. We are pleased to announce Mr. Stern has accepted and immediately issues a challenge to every other state to make a better record than Texas.

Mr. Stern is not alone a very busy Credit Man in connection with his firm's activities, but is also President of the Retail Credit Men's Association of Texas, and this is what causes his hesitation as regards accepting the office of State Chairman.

Mr. Stern is, however, an ardent advocate of Credit organization, local, state and national, and all Retail Credit Men of Texas are enthusiastic workers under his leadership to make Texas the best organized state in the Union.

STATEMENT

Of the Ownership, Management, Circulation, etc.,
Required by the Act of Congress of August 24, 1912,
Of Credit World, published monthly at St. Louis, Mo.,
for October 1st, 1926.
State of Missouri,) ss.
City of St. Louis,)

Before me, a Notary Public in and for the State and County aforesaid, personally appeared M. Randol, who, having been duly sworn according to law, depose and says that he is the Business Manager of the Credit World and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management (and if a daily paper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 443, Postal Laws and Regulations, printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are: Publisher, The Retail Credit Men's National Association, 606 Equitable Bldg., St. Louis, Mo. Editor, D. J. Woodlock, 606 Equitable Bldg., St. Louis, Mo. Managing Editor, D. J. Woodlock, 606 Equitable Bldg., St. Louis, Mo. Business Manager, M. Randol, 606 Equitable Bldg., St. Louis, Mo.

2. That the owner is: The Retail Credit Men's National Association, a corporation organized not for profit.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: E. B. Heller, Pres., Equitable Bldg., St. Louis, Mo.; Leop. L. Meyer, First V-P., Credit Mgr. Foley Bros. D. G. Co., Houston, Tex.; James R. Hewitt, Sec. V-P., Credit Mgr. The Hub, Baltimore, Md.; David J. Woodlock, Sec.-Treas., Equitable Bldg., St. Louis, Mo.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

M. Randol,
Business Manager.

Sworn to and subscribed before me this 5th day of October, 1926.

(Seal)

J. H. Vocks.

My commission expires March 27, 1927.

OVERDOSE

Angler—"Doctor, you remember you recommended fishing to take my mind off my work?"

Doctor—"Yes."

Angler—"Well, you can prescribe something now to get it back?"

"Any insanity in the family?" asked the insurance doctor of Mrs. Suffragist.

"Well, no, only my husband imagines he is the head of the house."

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